BELIZE GARIFUNA CULTURAL COMMUNITY-BASED TOURISM PROJECT

REQUEST FOR EXPRESSIONS OF INTEREST
CONSULTING SERVICES

Component 2: Marketing & Tourism Development Strategy, Digital Transformation, and Cluster Branding Plan

Institution: Compete Caribbean Partnership Facility (CCPF)
Country: Belize
Project: Garifuna Cultural Tourism Trail Community-Based Tourism Cluster Project
Sector: Tourism
Abstract: Declared a “Masterpiece of the Oral and Intangible Heritage of Humanity” by UNESCO in 2001, the Garifuna culture is well-known for its rich, vibrant music, food, dance, and language. However, the Garifuna’s history and stories are profoundly thoughtful, which penetrate across cultures and geographic borders, showing us that we are one global community, one family. Through sustainable tourism development, this project seeks to highlight and share an authentic indigenous culture in the Garifuna communities of Dangriga and Hopkins. These actions will directly impact the 50 private enterprises and their families and are expected to indirectly reach the ~11,100 inhabitants within the Dangriga and Hopkins communities through the growth and exposure to culinary, experiential tourism products, capturing a wide array of Garifuna rooted products. This also includes services, experiences inclusive of adventure, homestays, immersions, Arts & craft, accommodations, music, festivals, professional services, traditional holistic healing, and more.

The objective of this project is to support the Caribbean Tourism Organization (CTO), Ministry of Tourism and Diaspora Relations, and the Cluster Members of Dangriga and Hopkins tourism destinations, with the development of a comprehensive Garifuna Cultural Community-Based Tourism Trail program. This includes the development and execution of Tourism Development Strategy, Marketing Strategy, Digital Transformation and Branding Plan for the Garifuna Cultural trail.

TC No.: RG-T3792
Contract No.: ATN/CO-18582-RG
Deadline: August 26, 2022

The Caribbean Tourism Organization (CTO) has received financing from the Compete Caribbean Partnership Facility (CCPF) to support, inter alia, the implementation of a Cluster Development Plan for the Belize Garifuna Cultural Community-Based Tourism Cluster Project and intends to apply part of the proceeds for consulting services.

The Caribbean Tourism Organization (CTO) now invites eligible Consulting Firms (“Consultants”) to indicate their interest in providing the Services under Component 2 of the CDP and further detailed in the Terms of Reference (TORs) accompanying this RFP. Interested Consulting Firms should provide information demonstrating possession of the required qualifications and relevant experience to perform the Services outlined in the accompanying TOR.
The objectives of this consultancy are to (i) develop a strategic marketing plan, a digital marketing plan and a cluster branding plan; and (ii) launch and implement these plans to help achieve increased marketing capacity, presence and accessibility of cluster members entities within the Belize Garifuna Cultural Tourism Trail and increased market access, nationally, regionally and internationally and ultimately sales in target markets within 12 months.

Starting date and duration: The main activities to be carried out under this TORs are expected to be completed between August 2022 and July 2023 (i.e., twelve (12) months).

Consulting Firms will be selected in accordance with the procedures set out in the Caribbean Tourism Organization’s (CTO’s) policies and is open to all eligible bidders as defined in the policies.

Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. For the purpose of this process, the nationality of a firm is that of the country in which it is legally incorporated or constituted and in the case of Joint Venture, the nationality of the firm appointed to represent it.

A Consultant will be selected in accordance with the Quality and Cost based Selection (QCBS) method.

Further information can be obtained from Mr. Yure Roberts, Cluster Project Manager, Garifuna Cultural Trail Cluster, via email: yureroberts.2019@gmail.com.

Expressions of interest must clearly indicate COMPONENT 2 and must be submitted in a written form, either in person to the below address OR via email to the below email address, by August 26, 2022.

Caribbean Tourism Organization
Attn: Mr. Brian Frontin, Regional Technical CBT Consultant
7th Floor Baobab Tower
Warrens, St. Michael, Barbados Tel: (246) 427-5242
E-mail: frontinb@caribtourism.com
Website: www.onecaribbean.org
BELIZE GARIFUNA CULTURAL COMMUNITY-BASED TOURISM PROJECT

TERMS OF REFERENCE

Marketing & Tourism Development Strategy, Digital Transformation & Branding Plan
(Component 2 of Cluster Development Plan)

BACKGROUND

The objective of the Technical Cooperation (TC) is to support the Caribbean Tourism Organization (CTO) and Belize’s Ministry of Tourism and Diaspora Relations in collaboration with the Cluster Members of Dangriga and Hopkins destinations with the implementation of the Garifuna Cultural Trail Project.

In 2017, the Inter-American Development Bank (IDB), the UK’s Department for International Development (DFID), the Government of Canada, and the Caribbean Development Bank (CDB) established a co-financing facility called “The Compete Caribbean Partnership Facility” (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD $37M) and a 41% increase in the revenue of participating firms and clusters (USD$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries[1].

In January 2020, the CCPF launched a call for proposals for clusters focused on the tourism and agri/agro-tourism sectors. To support this process, with the aim of providing tools to build a pipeline of strong projects, and to maximize the impact and benefits on the most vulnerable groups, a community-based tourism (CBT) toolkit was developed in collaboration with the Caribbean Tourism Organization (CTO) and disseminated through various agencies including the Ministry of Tourism in each country and the Caribbean Hotel and Tourism Association (CHTA). The toolkit includes a primary market research of US based consumer to assess the demand for innovative products and services that can be offered in the Caribbean, and visitor willingness to pay for these experiences. Additionally, it includes a Community-Based Tourism Enterprise Handbook, Cluster Diagnostic Tool and a Tourism Assets Inventory and Profile Template, which cluster stakeholders can use to develop and/or enhance their tourism product and experience.

Following the call for cluster proposals, three (3) projects were selected to receive technical assistance. This technical assistance will be used to help, community-based tourism (CBT) enterprises in the selected clusters, strengthen and develop CBT related products and become market-ready. The activities will seek to ensure that:

i. the products offered are aligned with the willingness-to-pay of Caribbean tourists;
ii. the businesses generate enough revenues to cover their costs;
iii. the staff, helpers and local guides are properly trained on health and safety measures particularly regarding COVID and;
iv. the diverse Micro, Small and Medium Enterprises (MSMEs) in the community are able to reach the targeted visitors via effective tour packaging, promotion, and online marketing.
These activities are prioritized and defined in the Cluster Development Plan (CDP) of each project, which was prepared in collaboration with the cluster stakeholders based on the results of the community diagnostic and tourism asset inventory.

The Garifuna Cultural Tourism Trail in Belize is one of the successful projects selected to receive technical assistance.

A Technical Cooperation (TC) agreement has been established between the Compete Caribbean Partnership Facility (CCPF) and the Caribbean Tourism Organization (CTO), with the CTO performing the role of Executing Agency on behalf of the CCPF. The CCPF and the CTO have established a Regional Stakeholder Committee to facilitate active collaboration between the organizations and provide strategic oversight of the implementation of the three (3) Cluster Development Plans throughout the project tenure.

A CDP is a comprehensive strategic plan designed based on a thorough analysis of the situation on the ground, through consultations with cluster stakeholders, research on market opportunities identified, and segmentations recommended and/or established. It also includes a detailed implementation plan with priorities defined for each key stakeholder. Together, these priority activities or investments will enable the achievement of the outcomes and impact expected from the project, which are captured in a monitoring and evaluation framework.

The CTO has engaged the services of a Regional CBT Technical Consultant (RTC) to provide supervisory and technical assistance to coordinate implementation of the three (3) CDP's. Each CDP is being implemented with the technical assistance of a Cluster Project Manager (CPM) based in the respective destination. A National Steering Committee (NSC) has also been convened to work closely with the CPM during implementation. The CPM will directly report to the RTC who will provide necessary guidance and support.

Figure 1 below provides a diagrammatic representation of the high-level governance and reporting lines for the project.
The Cluster Development Plan is programmed for over two (2) years, with three (3) major components:

**Component 1** comprises the internal foundational improvement of cluster members in the form of Institutional Strengthening and Capacity Building of the Cluster Members to become more competitive by improving the quality and expanding the volume of relevant services offered.

**Component 2** comprises of the Marketing, Tourism Development Strategy and Digital Transformation tools and efforts to drive tourism inclusive of the development of a comprehensive marketing and communications strategy, action plan, and budget; capturing the creative digital resources and production of useful marketing materials that highlight the warmth, soul, and integrity of the Garifuna people; additionally the development and launch of a centralized website, interactive app, and marketing campaign.

**Component 3** comprises the project management component to oversee the implementation of CDP activities and infrastructural development through signage and improvement of cluster member assets.

Components 1 and 2 are critical and equally important for developing cluster members and their CBT product/service offerings. Component 1 seeks to develop the cluster management capacity and product offering from an internal perspective. In contrast, Component 2 aims to build their capacity to deliver their CBT products comprehensively to tourists seeking CBT communities and experiences.

At the end of the two years, this CDP and its activities are expected to provide a benchmark for the sustainability of actions ensuring meaningful transformation through capacity building and business development/ mentorship, and targeted outreach to drive economic development in the target communities, while also improving the lives and livelihoods of both cluster members and the broader communities.

It is expected to further indirectly reach the ~11,100 inhabitants within the Dangriga and Hopkins communities through supporting economic growth, driven by exposure to indigenous culinary and experiential community based cultural tourism products, capturing a wide array of Garifuna rooted products. Using a Trainer of Trainers (ToT) methodology, these communities can mentor and help each other grow beyond the project's scope with a committed Government and stable Business Associations.

Many in the Garifuna community are forced to seek work beyond the traditional means of livelihood in this impoverished district. The stakeholders’ excitement and commitment at this juncture is an impetus for this project to be considered, especially since it will contribute positively to the country’s achievement of the MDG and SDGs.
CONSULTANCY OBJECTIVES

The objectives of this consultancy are to (i) develop a strategic marketing plan, a digital marketing plan and a cluster branding plan; and (ii) launch and implement these plans to help achieve increased marketing capacity, presence and accessibility of cluster members' entities within the Belize Garifuna Cultural Tourism Trail and increased market access, nationally, regionally and internationally and ultimately sales in target markets within 12 months.

SCOPE OF THE WORK

In carrying out the assignment, the Consultant is required to employ a collaborative approach in ensuring that inputs are obtained from the Compete Caribbean Partnership Facility (CCPF), the Caribbean Tourism Organization (CTO), the National Steering Committee (NSC), the Ministry of Tourism and Diaspora Relations, the Cluster Project Manager (CPM) and other relevant stakeholders. A participatory and consultative approach is encouraged in the conduct of the services, to contribute to its completion both timely and efficiently.

Note: Formalization of the Garifuna Cultural Trail Cluster into a legally registered entity ('management entity') will occur during the execution of this consultancy. The management entity will be responsible for the oversight, promotion, and commercialization of cluster members’ products and service offerings. The Consulting Firm will be required to provide support to this management entity.

ACTIVITIES

The Consulting Firm will be required to complete the following project activities:

- **Inception Report.** Conduct a gap assessment of the current regional and local environment in which the Cluster operates and analyze the internal (strengths and weaknesses) and external factors (opportunities and threats) affecting its market growth and positioning.

- **Desk Review.** Conduct desk and field research about target audiences for community-based tourism offerings from Belize’s Garifuna communities, market research to identify potential markets, market segments and opportunities, business evaluation assessment in terms of processes and product, technical capabilities to drive the Cluster, and current financial status to identify strengths and weaknesses, and key challenges to respond to market demands and further engage in the implementation of marketing activities. Work in collaboration with the Cluster and the CTO to compile all the necessary information to produce the marketing, digital marketing and branding strategies and implementation plans.

- **Stakeholder Interviews.** In collaboration with the Cluster and the CTO, interview key stakeholders to identify and validate the vision, scope, and specific goals of the Cluster with respect to Strategic Marketing, Digital Marketing, and Cluster Branding.

Organize consultations through workshops with stakeholders which typically commence at the start of the consultancy and continue virtually throughout the consultancy:

a. Develop relationships with all Cluster members, the Cluster Project Manager, the National Steering Committee, and CTO to earn trust, understand concerns, identify interests/needs, and encourage collaboration through a participatory approach focused on achieving common objectives.
b. Provide coaching and advisory support to Cluster members, Cluster Project Manager, National Steering Committee, and CTO to encourage convergence around the marketing, digital marketing and branding strategies based on the market opportunities identified. This includes a methodology to collect missing information and facilitate discussions, helping the cluster to articulate their vision, goals, and define an innovative value proposition for the market targeted and growth strategy. The strategies should clearly address gender equality and climate resilience.

c. Identify opportunities for the Cluster to digitize their processes and operations and ensure that a proper management system is in place that allows for a data-driven and market-driven approach to decision-making.

d. At least two (2) 1-day stakeholder workshops must be organized (pending the lifting of Government prohibition on movement of people and banning of social gatherings): that involve primary stakeholder engagement of those directly and indirectly involved in the cluster, identified through collaboration with the Cluster Project Manager as well as initial outreach and/or the first mission. In the event the workshops cannot be held, the consultant shall arrange the stakeholder workshops virtually but ensure that all the key stakeholders are able to engage actively during the virtual sessions. The list of stakeholders, objectives, and agenda must be sent to the Cluster Project Manager and CTO before each workshop brief reports. The first workshop will involve primary stakeholder engagement of those directly and indirectly involved in the cluster, identified through initial outreach and/or the first mission. The second will involve a presentation of the situation analysis and market research as the marketing, digital marketing and branding strategies frameworks drafted to the stakeholders to get final feedback and buy-in. The second will involve a presentation of the implementation plans drafted to the stakeholders to get final feedback and buy-in.

- **Diagnostic Report** - Situation analysis and Market research. The information in the report should include: (i) an internal and external factor evaluation including SWOT and PEST analysis in order to clearly identify opportunities that can be capitalized on in niche markets and marketing strategies that can respond to trends in the target markets. (ii) a market scan of relevant stakeholder needs, industry gaps, and factors influencing market growth for the cluster products and services and other derived products ensuring that they are accurately identified and described and aligned with the requirements of targeted niche markets. (iii) a market supply and demand analysis that clearly states the market size at national, regional and international levels including niche or specialized markets (TAM, SAM SOM); (iv) Identified markets, buyer specifications and specific channels to reach identified niche or specialized markets; (v) a competitive analysis and competitor benchmarking and assess differentiating aspects of the Belize Garifuna Cluster with a view to capture niche/specialized markets with the goal to determine which is the best strategic market approach and key priorities.

- Collect baseline data and help Cluster members to implement a monitoring and evaluation system that is suited to their initiative and define key indicators that should be measured.

- Prepare the marketing, digital and branding strategies and implementation plans and appendices. Provide appropriate and constructive feedback to the Cluster members on the business model marketing strategy and implementation underpinning the project.
The drafts should present actionable, results-oriented strategies that provide clear guidance to stakeholders for 1 year. Detailed goals, mechanisms to achieve them, and resources needed. Strategies should include the thematic pillars, objectives, targets, goals, and indicators.

The digital marketing plan should include a 1-year content action plan for ad placements on relevant and strategic platforms. Registering of social media accounts for each digital platform to be utilized by the Cluster management entity, as per plan. The comprehensive branding plan should include digital assets and practical use brand management guidelines, which must include all necessary elements that constitute a complete brand package, including, but not limited to the following: icon, logo, slogans, community write-ups, cluster signatory write-ups, video interviews, templates for each element of their product offering in accordance with the strategy and sufficient content for the 1-year content action plan.

- Submit documentation to Cluster Project Manager and CTO.

**Note:** The consultant should also assess climate change risks and incorporate initiatives to enhance climate change resilience and adaptation.

- **Conduct the implementation of the plans for marketing, digital marketing and branding:**
  
  a. **Marketing**
     
     i. **Product.** Refine product and services by adding to the ‘bundle of benefits’ to improve the offering, create new versions of existing products, or launch new value-added products and services based on the results of the situation analysis and market research.
     
     ii. **Price.** Define pricing strategy and monetization model based on a data driven approach not only to cover costs but to generate profit. Before setting prices, research to be conducted on what customers are willing to pay and gain an understanding of the demand for that product/service in the market with competitors in mind.
     
     iii. **Promotion.** Communicate compelling messages to customers to generate awareness, interest, desire or action via advertising or direct sales. Select the most effective media to reach target audiences based on data. Choose the right tools and media that fit with what the cluster is trying to achieve. Equip the management entity and Cluster members with the necessary tools to close deals with customers, distributors and partners by providing workshop training, manuals and guidelines.
     
     iv. **Place.** Define where customers will execute a purchase either in-destination or virtually (website, app, social media) or via travel trade intermediaries to help with distribution. Define the distribution chain to help increase growth both revenue and markets.
     
     v. **People.** Building a sustainable relationship with customers and all the stakeholders within the Cluster is key when interacting. This interaction requires the members from the Cluster to be consistent with the right training, empowerment and motivation. Deliver a proper capacity building program to build a culture of service aligned with the vision, mission and objectives of the cluster.
vi. **Process.** Create a smooth, efficient and customer-friendly journey for the management entity and cluster members, from making an inquiry online to requesting information and making a purchase to help build a positive customer experience which may require innovation and the digitalization of current processes or the establishment of a new business model.

b. **Digital Marketing**

i. Develop an ecommerce platform and digital distribution channels for the management entity in support of the commercialization of product and services offered by Cluster.

ii. **Search Engine Optimization:** Content indexing – It is important to allow search engines to clearly read site content. Assure good link structure – It is important that search engines can “crawl” the website structure to easily find all the content. Properly format links, URLs, and sitemaps to make them most accessible to site crawlers. Keywords and keyword targeting – Properly deploying keywords in the website’s content and headers. Write high-quality content that uses keywords in the headers and a few times in the crawl-able page content as best practice to make pages rank better in search results.

iii. **Pay-per-Click:** Implement paid advertisements and promoted search engine results based on KPIs to increase search traffic to the website including Google AdWords Facebook Ads, Instagram, etc and generate sales.

iv. **Social Media Marketing:** Coordinate Cluster messages across all platforms, online and off, so that every part of the brand is telling the same story. Be savvy at analyzing the performance of social media posts, and creating strategies based on data consistently measuring and tracking the social media campaign to demonstrate ROI and whether it provided any value to the cluster. Drive a creative thinking and objective, data-driven strategy.

v. **Content Marketing:** Use storytelling and information sharing to increase brand awareness. Ultimately, the goal is to have the audience take an action towards becoming a customer, such as requesting more information, signing up for an email list, or making a purchase. Content can be distributed via blog posts, digital video, podcasts, Instagram posts, stories, reels, Tik Tok, etc. In general, it should first and foremost provide value to the consumer by building a sustainable, trusting relationship with customers that can potentially lead to many sales over time. Incorporate SEO search terms into fresh website content, and the content created can be shared as social media posts and in email marketing publications. Capture of high-quality photos and videos content assets for all cluster members. All submissions must be post-production versions for marketing purposes and must align with the strategy and branding.

vi. **Email Marketing:** Develop effective communication that provide value to consumers and over time converts an audience into customers including but not limited to a) creating a sense of urgency; ii) personalizing email communications; b) setting emails and subject lines up to incorporate the recipient’s name to increase open and click through rates; and
c) letting recipients set their preferences—allowing users to specify how often they want to hear from the cluster.

vii. Marketing Analytics: Use tools for marketing analytics (Google Analytics, Instagram, TikTok, Etc), which can be customized to measure conversation rates, determine how the management entity and Cluster members’ websites and social media campaigns are performing, which keywords are bringing users to these sites, how users are navigating through the websites, how users are engaging with social media posts, etc.

viii. Affiliate Marketing (influencer marketing): Utilizes industry experts and social media influencers to promote products or services. In collaboration with influencers, engage the target audience with posts, blogs, or videos to bring in more business for the cluster members and create new leads.

c. Cluster Branding:

i. Develop brand positioning and value proposition that summarizes why a customer would choose the Garifuna Cluster products or services and that communicates the clearest benefit that customers will receive.

ii. Develop a messaging strategy that translates brand positioning into relevant messages to various target audiences including potential clients, the travel trade, referral sources or other influencers and potential partnering opportunities.

iii. Brand identity design including logo design and guideline, corporate identity kit and brand guideline, PowerPoint Template Design, Email Signature, Website Design, Landing Page Design, Email Design.

iv. Execute the legal copyrights for all branding assets such as the Garifuna Cluster’s logo, name, slogan, etc.

d. Design and deliver a training package for Cluster members and the management entity, incorporating materials, templates, and references from the Community-Based Tourism Toolkit, for the utilization of all marketing tools and resources such as the web portal and digital resources including the knowledge transfer of the implementation of the marketing, digital marketing and branding activities.

e. Identify and secure the software solutions to support the management entity operations.

f. The Consulting Firm will be required to prepare a practical use manual covering the themes in the training package identified in (d.) above. This manual should be in digital and hardcopy format for participants, including digital media presentation for post-training reference (webinar recording, PowerPoint presentation, etc.) in a format to be uploaded to the management entity’s web portal.
REPORTS AND DELIVERABLES

All deliverable reports will be reviewed by the Cluster Project Manager (CPM), National Steering Committee (NSC), and the Regional CBT Technical Coordinator (RTC), and must be approved by the CTO prior to payment. The Consulting Firm will complete the following deliverables and submit respective reports for each phase as per below:

- **Deliverable 1 - Inception Report.** Prepare Work Plan that describes all the activities and arrangements agreed with the client including tentative dates of intended achievement with clear timelines aligned with outputs and deliverables, including the methodology to deliver the outputs, the associated activities, stakeholders to be consulted, and an indicative list of main literature and/or information source to be reviewed / consulted. The inception report should also summarize the results of the desk review and the initial discussions with the key stakeholders.

- **Deliverable 2 - Situation analysis and market research.** (i) Conduct a situational analysis that includes an internal and external factor evaluation including SWOT and PEST analysis in order to clearly identify opportunities that can be capitalized on in niche markets and marketing strategies that can respond to trends in the target markets. (ii) Conduct a market scan of relevant stakeholder needs, industry gaps, and factors influencing market growth for the cluster products and services and other derived products ensuring that they are accurately identified and described and aligned with the requirements of targeted niche markets. (iii) Conduct a market supply and demand analysis that clearly states the market size at national, regional and international levels including niche or specialized markets (TAM, SAM SOM); (iv) Identifying markets, buyer specifications and specific channels to reach identified niche or specialized markets; (v) Undertake a competitive analysis and competitor benchmarking and assess differentiating aspects of the Garifuna Cluster in Belize with a view to capture niche/specialized markets with the goal to determine which is the best strategic market approach and key priorities.

- **Deliverable 3 - Draft of the Branding, Strategic and Digital Marketing Strategy Framework and Implementation Plan.** Based on the situation analysis and market research, define the Garifuna Cluster objectives, goals, mission, vision, business value proposition and business model, priority target market segments, internationalization and market entry strategy, 7 Ps of marketing including digital marketing and ecommerce, key performance metrics. Define key components of the implementation plan, activities, goals, inputs and outputs, metrics, budget, Gantt, including manuals and guidelines.

**Belize Garifuna Cultural Community-Based Tourism Project**

- **Deliverable 5 - Mid-term Report on the Implementation.** Summary on the results of the implementation including key activities implemented and expected results, lessons learnt and recommendations. Please include a summary of workshops sessions, list of participants that demonstrate the knowledge transfer to the Garifuna Cluster.

- **Deliverable 6 - Final Report on the Implementation.** Summary on the results of the implementation including key activities implemented and expected results, lessons learnt and recommendations. Please include a summary of workshops sessions, list of participants that demonstrate the knowledge transfer to the Garifuna cluster.

**Payment Schedule**

Payment terms will be based on phase completion or deliverables. The CTO does not expect to make advanced payments under consulting contracts and wishes to receive the most competitive cost proposal for the services described herein.

The Consulting Firm will be paid based on the satisfactory deliverable/phase completion, schedule and payment percentage outlined in the following table:

<table>
<thead>
<tr>
<th>#</th>
<th>DELIVERABLE / PAYMENT STAGE</th>
<th>SCHEDULE (Deadline from Contract Signing)</th>
<th>Payment (as a % of Total Contract Size)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Deliverable 1 - Inception Report</td>
<td>1 Month</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>Deliverable 2 - Situation analysis and market research</td>
<td>2 Months</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>Deliverable 3 - 1st Draft of the Branding, Strategic and Digital Marketing Strategy Framework and Implementation Plan</td>
<td>3 Months</td>
<td>15%</td>
</tr>
<tr>
<td>4</td>
<td>Deliverable 4 - Final Draft of the Branding, Strategic and Digital Marketing Strategy Framework and Implementation Plan</td>
<td>6 Months</td>
<td>15%</td>
</tr>
<tr>
<td>5</td>
<td>Deliverable 5 - Mid-term Report on the Implementation</td>
<td>9 Months</td>
<td>20%</td>
</tr>
<tr>
<td>6</td>
<td>Deliverable 6 - Final Report on the Implementation</td>
<td>12 Months</td>
<td>30%</td>
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**Specifications for the Consultancy Services**

**Type:** The work will be carried out by a firm of consultants. The contract is a lump sum payment to be awarded based on the consulting firms’ qualifications and experience in the subject area. Payments shall be made as established in Payments Schedule section of this Terms of Reference.

**Place of work:** External consultancy. The work is to be mainly performed in-person in Dangriga and Hopkins tourism destinations in Belize.
Qualifications of Team Members:

- This consultancy requires the services of an international consulting firm with at least ten (10) years of experience in designing and implementing Marketing, Digital Marketing and Branding strategies within the tourism sector. The firm’s portfolio of projects must include the design and implementation of marketing strategies, digital marketing, branding actions plans for private sector firms or government institutions in developing countries, including the Caribbean. At least five (5) successful projects within the past 2 years. Experience working with multilaterals in emerging markets (particularly the Caribbean) would be highly desirable.

- The Lead Consultant should possess at least ten (10) years of experience in marketing in the tourism sector, specifically working with designing, implementing and managing marketing strategies and action plans. Demonstrated knowledge of the current tourism sector in the Caribbean (preferably in Belize). Experience in the Caribbean is highly desirable. Minimum of a university degree (Master's degree or equivalent) in Economics, Business, International Development, Marketing, Communications, or a related field.

- Key Expert 2 - Branding Specialist – Tourism: At least seven (7) years of experience delivering industry gap analysis, market analysis and feasibility studies. At least three (3) years in the tourism industry (with a focus on community-based tourism), particularly in the Caribbean. Previous experience conducting a tourism private sector ecosystem mapping will be highly valued. Minimum of a university degree (Master's degree or equivalent) in Tourism Development, Business, Marketing and Communication or a related field.

- Key Expert 3 - Digital Marketing Specialist: At least seven (7) years of experience in digital marketing specifically working with designing, implementing and social media, content marketing, email marketing, affiliate marketing campaigns, SEO and PPC advertising. Demonstrated knowledge of the current tourism sector in the Caribbean. Minimum of a university degree (Bachelor’s degree or equivalent) in Business, Marketing, Digital marketing, communication or a related field or equivalent digital marketing specialist certifications.

- Key Expert 4 - Market Research and Data Analyst: At least seven (7) years of experience in delivering industry gap analysis, market analysis and feasibility studies. At least three (3) years in the Tourism Sector. Minimum of a university degree (Master’s degree or equivalent) in Economics, Finance, Business, International Development, or a related field.

- Key Expert 5 - IT and Digital Transformation Specialist: At least ten (10) years of experience in IT/digital transformation for organizations, specifically developing web/app applications and platforms for ecommerce. Minimum of a university degree (Master’s degree or equivalent) in Economics, Mathematics, Engineering, IT or a related field.
Key Expert 6 - Organizational and Change Management Specialist: At least ten (10) years of experience in Human Resource Planning, transforming organizations and providing change management tools, capacity building and training, specifically in the Tourism Sector. Minimum of a university degree (Master's degree or equivalent) in Economics, Business, HRM, International Development, Psychology, Industrial Engineering or a related field.

Core Competencies:

- Demonstrated knowledge of private sector development practice, and at least 10 years of professional experience marketing, digital marketing, branding, Digital Transformation and e-commerce. Previous experience within the tourism sector and with multilateral or international financial institutions is preferable.

- In-depth knowledge of private sector development and preferably, a good understanding of the Caribbean region. Previous assignments in the Caribbean would be desirable.

- Experience in leading and conducting training on capacity building to Private sector firms, clusters and BSOs

- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.

- Strong facilitation and leadership skills with ability to relate to broad range of stakeholders.

- Proven track record in developing and implementing successful marketing initiatives.

- Proven capacity to liaise and effectively work with government agencies and the private sector of Belize and/or wider Caribbean.

- Practical experience working with the tourism sector clusters in Belize. Prior experience working in the Garifuna Trail/Community is an asset.

- Excellent interpersonal, written, and verbal communication skills.

- Reliable and demonstrated ability to work independently.

- Well organized, strong problem-solving abilities.

- Proven ability to create confidence and provide leadership.

- Have a flexible approach and persistence to optimize results.
About the Caribbean Tourism Organization (CTO)
The CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados, the primary objective of the CTO is to provide to and through its members, the services and information necessary for the development of sustainable tourism for the economic and social benefit of the Caribbean people.

The CTO’s membership reflects the diversity of the Region, with Government membership extending 24 Dutch, English, French and Spanish speaking countries and territories, as well as a myriad of private sector allied members in tourism related and ancillary sectors.