Terms of Reference
for Consultancy Services for the Preparation of
ASEAN Tourism Marketing Strategy (ATMS) 2017-2020

1. Background

The ATMS 2012-2015 set the framework for the marketing of ASEAN as a single destination under the ATSP 2011-2012. The ATMS main goals were to maintain international arrival growth to ASEAN, leverage AMS NTO resources and impacts, and contribute to the socioeconomic goals of ASEAN. To achieve this, the strategy identified four thematic product lines built around nature, tangible and intangible cultural heritage, communities, and marine based products. The thematic product lines were to be packaged in the form of clusters, circuits, and trails. The product lines were matched to seven target markets: experiential travelers, creative travelers, adventure travelers; extended long stay travelers; generic and mass travellers; business related travelers; and ASEAN for ASEAN travelers.

ASEAN was to be branded as “Southeast Asia” with the earlier developed logo, “Southeast Asia Feel the Warmth” with the recommendation that the effectiveness of this brand and logo be evaluated in the period 2014-2015. The product distribution strategy depended upon a strong public-private sector stakeholder partnership approach towards regional product development and marketing, piggybacking on the activities of the NTOs, use of an interactive website and e-marketing channels. The strategy anticipated that the programs for the mass market, experiential and creative, adventure, business, and ASEAN for ASEAN segments would be designed by 2013 and campaigns progressively implemented through to 2015, the design and implementation of the seniors program beginning in 2013; the adventure and business market programs rolled out in 2013 with campaigns implemented in 2014 and thereafter. The institutional structure for implementing the ATMS was centered on the ASEAN Tourism Marketing Working Group (MCWG) supported by a marketing coordinator and working closely with the ASEAN Product Development Working Group (PDWG) and ASEANTA. The MCWG reported to the NTOs and through them, to the ASEAN Secretariat.

The 4-year ASEAN Tourism Marketing Strategy (ATMS) for 2012 – 2015 expired in December 2015. The ATMS serves as the blueprint for the orderly and rational development of ASEAN tourism marketing, as it provides for guidelines for ASEAN tourism marketing areas, as well as programs and projects to ensure the directions are in compliance with ATMS and the marketing objectives are met.

With the adoption of ASEAN Tourism Strategic Plan (ATSP) 2016-2025, ASEAN Tourism Competitiveness Committee is tasked to prepare ASEAN Tourism Marketing Strategy (ATMS) 2017-2020, followed by another one for 2021-2025.

The ASEAN Tourism Marketing Strategy 2017-2020 is envisaged to have a one-year transition component in 2017 which will be centered on the “Visit ASEAN@50 campaign”, and another component covering the period 2018 to 2020.
The work for 2017 will focus on implementing a “Visit ASEAN@50: Golden Celebration” campaign action plan. The target markets of the campaign are intra-ASEAN as well as other key source markets including China, India, Korea, Japan, Europe, North America, and Middle East.

“Visit ASEAN@50: Golden Celebration” campaign aims:
   a) To commemorate ASEAN’s 50th Anniversary
   b) To raise awareness of Southeast Asia/ASEAN as a single tourism destination through the campaign (e.g. Golden Jubilee Celebration)
   c) To achieve the number of international visitor arrivals to Southeast Asia to 121 million by the end of 2017;
   d) To increase tourism receipts to USD 83 billion;
   e) To increase average length of stay to 6-7 days, through tourists’ visitations to more than 2 countries in ASEAN.

The Visit ASEAN@50 concept note with action plan adopted by ASEAN Tourism Ministers in January 2016 will be included as a part of ATMS 2017-2020.

For the component covering 2018-2020, the strategy will seek to consolidate ASEAN’s position in its markets as a quality destination consistent with the overall vision of the ATSP.

Pursuant to ATSP 2016-2025, the ASEAN Tourism Competitiveness Committee (ATCC) will undertake the development of ATMS 2017-2020. The preparation of the Strategy will include coordination with all ASEAN Member States, relevant stakeholders and dialogue partners to identify and resolve issues, develop strategic marketing directions and priorities; and formulate an action plan with specific timeframe, budgets, targets and responsible bodies.

A consultative process will be undertaken in the preparation of the ATMS to ensure that useful inputs from Member States and stakeholders are taken into account, while ensuring commitment, support, cooperation and shared responsibilities in the implementation of the Marketing Strategy.

2. Objectives

2.1 To provide a framework and strategic marketing directions for ASEAN NTOs to enhance the competitiveness and awareness of ASEAN as a single tourism destination;

2.2 To identify a road map with ASEAN collective programs and mechanisms to expand the ASEAN regional destination marketing scheme, which will lead to the achievement of the goals as set in ATSP;

2.3 To develop an integrated, digital-focused marketing plan that will serve as a basis for ATCC or the responsible body to develop the annual marketing and promotion plan.

3. Scope of Work

ASEAN Tourism Competitiveness Committee (ATCC) will hire the services of a consultant or consultancy firm to undertake the development of the ASEAN Tourism Marketing Strategy 2017-2020. Specific tasks are as follows:
3.1 Undertake a market research program in ASEAN’s intra-regional and inter-regional markets to:

a. Establish the current market profile, pattern and likely future interest in visiting the region.

b. Confirm the target markets and regional and sub-regional destinations and products that should be presented to the target markets.

c. Clarify how ASEAN should be positioned and branded as a quality destination consistent with the vision of ATSP 2016-2025.

d. Identify realistic targets given the overall expected impact and outcomes of the ATSP 2016-2025.

3.2 In light of the market research results:

a. Recommend adjustments to the current positioning and branding approach to ensure that it is clear, differentiated and reflects the vision of ASEAN as a quality destination.

b. Review the current ASEAN Tourism logo and logo manual, and revise them if needed.

c. Recommend revisions to the current digital marketing platform for promoting and connecting ASEAN to its markets.

d. Develop effective baselines and targets to measure the effectiveness of the marketing strategy in contributing towards the expected impacts and outcomes of the ATSP 2016-2025.

3.3 Taking into account the recommended positioning and branding of ASEAN as a quality destination, and given the market research results, marketing targets and baseline indicators, prepare an action plan or roadmap of marketing strategy for year 2017-2020 with timetable on the various components of the ATMS, including but not limited to the following:

a. Main objectives of the marketing strategy and related baseline indicators and targets.

b. Target Market Strategy: Identify the intra-regional and inter-regional market segments that the campaign should target.

c. Destination and Product Development Strategy. Identify the regional and sub-regional destinations and products that should be matched to the target markets.

d. Distribution Strategy. Identify the way in which the specific destinations and products can be offered to the target markets including traditional and digital-based approaches. Given the domination of internet and social network in the current era, marketing focus will be placed on online channels.
e. **Public Relations and Communications Strategy**: Prepare a PR program for communicating about ASEAN Tourism and its destinations and product offerings to the target markets.

f. **Public Private Sector Partnership (PPP) Strategy**: Set out a framework and Terms of Reference of Public Private Partnerships, with recommendations of institutional mechanism for the shared responsibilities of ASEAN NTOs, partners and private sector in the implementation of ATMS. Recommend policies, programs and projects to maximize ASEAN Tourism involvement and benefits from collaborations with other international organizations, such as, but not limited to, UNWTO, PATA, APEC, ADB, World Bank and WTTC as well as other tourism cooperation such as sub-regions in ASEAN, etc.

g. **Consumer, Trade, Media and Social Network Promotion Strategy**: Identify action programs of consumer, trade, media and social network promotions with a concentration on online marketing.

h. **Annual Marketing Budget Requirements and Resourcing Strategy**: Prepare a fair estimate of the budget and other resources requirements by specific activity line to implement the ATMS. Recommend funding sources to execute the plan and how the required resources might be obtained.

i. **Baseline Indicators and Targets**: Identify baseline indicators and targets for measuring the success of ATMS implementation, and recommend the related monitoring and evaluation mechanism.

j. **Monitoring and Evaluation Strategy**: Recommend monitoring, evaluating and annual reporting mechanism based on the baseline indicators and targets.

k. **Budget Pitch Strategy**: Prepare a high quality presentation designed to solicit financial and in-kind support from the public and private sector partners.

l. **Institutional Arrangements**: Recommend the establishment of the working team, who will be in charge of ATMS implementations, monitor and evaluate and report on its results. Prepare terms of reference for the working team.

3.4 Define a research and consultative process and mechanism for the preparation of the ATMS taking into consideration the involvement of key leaders, organizations and entities in the public and private sector both at the international and national levels.

3.5 Organize and conduct research and consultations with various stakeholders in the tourism industry to elicit inputs, ideas, opinions and recommendations on the vision, goals and objectives, strategies, directions and programs for the ATMS.
3.6 Assess and review the ATMS implementation from 2012 to 2015, including the various plans developed by ASEAN NTOs and partners such as ASEAN Tourism Promotional Chapters (APCTs) and ASEAN Centers in China, Japan and Korea, etc.

3.7 Prepare and present the draft and final ATMS to the ASEAN NTOs and partners as well as stakeholders in various occasions when required.

3.8 Assist in the organization of discussions and seminars at the national and regional levels to promote awareness and involvement of all stakeholders in the implementation of the ATMS.

4. **Deliverables**

4.1 An integrated marketing plan/strategy for the years 2017-2020 with the following suggested content and structure:

4.1.1 Competitive analysis of tourism in ASEAN, comparing to other regions in the world, including SWOT analysis, challenges and issues
4.1.2 Vision, objectives, goals and targets
4.1.3 Market research findings, including, but not limited to, current market profile, travel patterns, purpose of trip, length of stay, means of transportation, activities, booking patterns, awareness and position of ASEAN/Southeast Asia *Feel the Warmth* brand and logo, perceived strengths and weaknesses relative to other regional destinations outside ASEAN, and interest in visiting and revisiting ASEAN.
4.1.4 Branding, logo and tagline
4.1.5 Action plan on specific areas, including, but not limited to:
   a.) target market strategy,
   b.) destination and product development strategy,
   c.) distribution strategy,
   d.) PR and communications strategy,
   e.) public-private sector partnership strategy,
   f.) promotion strategy
4.1.6 Marketing budget requirements and resourcing
4.1.7 Monitoring and Evaluation
4.1.8 Institutional arrangements
4.1.9 Implementation Timetable
4.1.10 Appendix A: Terms of Reference for collaborating with partners
4.1.11 Appendix B: Terms of Reference for establishing ATMS working team

4.2 Inception report ensuring mutual understanding of the consultant's plan of action and timeline for developing the ATMS.

4.3 Report on the consultations and meetings, highlighting sectoral issues, priorities and recommended interventions/programs.

5 **Project Duration**

The preparation of the ATMS shall be completed in approximately ten (10) months, commencing on date of contract signing.
6 Schedule of Deliverables

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<thead>
<tr>
<th>Tasks</th>
<th>Due Date / Timeframe</th>
<th>Comment</th>
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<tbody>
<tr>
<td>Submission of proposals</td>
<td>August 19, 2016</td>
<td></td>
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<tr>
<td>Service agreement signed</td>
<td>September 9, 2016</td>
<td></td>
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<tr>
<td>Inception Report developed</td>
<td>August – October 2016</td>
<td></td>
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<tr>
<td>Presentation of Inception Report in ATCC Meeting in Brunei Darussalam</td>
<td>Mid October 2016</td>
<td>For ATCC’s inputs and endorsement</td>
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<tr>
<td>ATMS Development based on desk study</td>
<td>October – January 2016</td>
<td></td>
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<tr>
<td>Submission of draft ATMS</td>
<td>Late January 2017</td>
<td>For ATCC’s inputs</td>
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<tr>
<td>Presentation of draft ATMS in ATCC Meeting in Cambodia</td>
<td>March – April 2017</td>
<td>For ATCC’s endorsement</td>
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<tr>
<td>Submission of final version of ATMS to ASEAN NTO Meeting in Viet Nam</td>
<td>May 2017</td>
<td>For Heads of NTOs’ inputs</td>
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<tr>
<td>Presentation of final version of ATMS during ASEAN NTO Meeting in Viet Nam</td>
<td>June / July 2017</td>
<td>For adoption by ASEAN Head of NTOs</td>
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7 Qualifications of Consultant

7.1 Have extensive international and regional experiences in the preparation of tourism marketing plans;
7.2 Have highly competent technical experts with recognized international and national experience, including projects overseas and local, as well as relevant education and training on tourism marketing and planning;
7.3 Understand the parameters of the ASEAN community and the role of tourism within the wider decision-making environment;
7.4 Experienced in working in a multi-stakeholder environment and has the capacity of working in a multicultural setting;
7.5 Possess facilitation skills and a willingness to think creatively and produce innovative solutions.

8 Total Budget

The consultant will be offered the contract with total remuneration of USD 30,000 (thirty thousands US dollars) net, inclusive of government tax, and all other expenses pertaining to consultations, data gathering, report generation, office and administration, among others as provided under item 3 and 4 of the TOR. (There is extra budget to cover travel expenses to pre-approved meetings such as presentations.)
9. Submission of Proposal

9.1 Interested consultants must submit a letter of interest and proposal to ASEAN Secretariat at eddy@asean.org and ASEAN Tourism Marketing Coordinator at atmcwg@gmail.com by 19th August 2016.

9.2 A technical proposal providing for the structure and content of the plan as indicated in items 3 and 4 must be prepared and submitted to ASEAN Secretariat and ASEAN Tourism Marketing Coordinator. Interested consultants may also use their creativity and knowledge to suggest the ideal structure and content to attain the objective of the project.

9.3 The technical proposal should also include the following:
   9.3.1 Overall project approach, including stakeholder consultations, reporting and data gathering
   9.3.2 Structure and content
   9.3.3 Timetable
   9.3.4 Enumeration and qualifications of additional project team members (if any)
   9.3.5 List of overseas and local projects undertaken for strategic tourism planning or relevant undertakings to the project.

9.4 Budget proposal should be within the cost provided under item 8.

END