



Australian Government



Tourism Australia

**Responses to Questions on Notice arising from the
Senate Finance and Public Administration References Committee
Government Advertising Inquiry**

Q 1

Why has the awarding of the 3-year, \$17 million Tourism Australia advertising contract to M&C Saatchi so controversial in the advertising industry?

A

Whilst some individuals have been anonymously reported as making unsubstantiated assertions, those agencies debriefed following the selection process acknowledged that both the decision and process was merit based.

Q 2

Are you aware that expectation throughout the Australian advertising industry from the outset of the tendering process was that the contract would go to M&C Saatchi because executives working at Tourism Australia had previously worked closely on Tourism New Zealand's advertising contract which was held by M&C Saatchi?

A

Tourism Australia is unable to confirm and is unaware of any evidence of such views being widely held throughout the advertising industry, nor of any such evidence ever being presented to substantiate such claims.

Q 3

Is it the case that former Tourism New Zealand marketer, Ian Macfarlane, is now the Marketing Director of Tourism Australia?

A

Yes.

Q 4

Provide evidence of the steps taken by Tourism Australia in the awarding of this contract to avoid the inevitable allegations of conflict of interest?

A

TA followed the Australian Government's Commonwealth Procurement Guidelines in relation to the provision of Government advertising services. In particular the evaluation of tenderers involved the active participation of 31 individual assessors and evaluators from six TA's offices worldwide, namely Sydney, Auckland, Los Angeles, London, Tokyo and Hong Kong, each performing different segments of the process to ensure that no one individual could have undue influence on the outcome.

The process was conducted on the basis of securing value for money for the Australian Government and was assessed on a strict merit based process, which ensured a fair, open and transparent process.

COMMITTEE-IN-CONFIDENCE

Q 5

What was the role of the Government Communications Unit and the Ministerial Committee on Government Communications in the awarding of this contract? Please provide details of any written or verbal communication between Tourism Australia and the GCU or MCGC in relation to this contract.

A

Tourism Australia's activities fall outside Government Communication Unit and Ministerial Committee on Government Communications guidelines.

Q 6

How many agencies pitched for this contract?

A

- 14 Creative agencies
- 8 Media agencies

Q 7

Who were they?

A

Participation in the tender process remains commercial in confidence. The short listed agencies, are publicly known and are noted below:

Advertising: M&C Saatchi, Clemenger BBDO, Saatchi and Saatchi,
Media: Carat, Zenith Optimedia and Mitchells.

Q 8

On what date did they pitch and to whom?

A

Agencies were shortlisted based on the evaluation and validation of submissions and criteria set out in the RFT by an Evaluation Committee comprising TA marketing staff from our Sydney office. Short listed agencies were then invited to participate in an extensive in-market review process which was conducted in TA's major region locations; London, Los Angeles, Hong Kong, Tokyo and Auckland in April-May 2005 involving TA's Managing Director, Director of Marketing, relevant Regional General Manager and relevant Regional Consumer Marketing Managers. None of these second phase participants were involved in selection of the initial short list. This was followed by final presentations to Senior Management, with Board representatives in attendance to observe the process, in Sydney in May.

Q 9

Were they required to pitch to the MCGC? If so, on what date did they pitch to the MCGC?

A

No.

COMMITTEE-IN-CONFIDENCE

Q 10

Were the pitches paid? If so, how much were each of the shortlisted agencies pitched?

A

No.

Q 11

Was the tender an open tender process? Please provide full details of the tender process, including copies of any relevant correspondence with agencies or public advertisements advising prospective tenderers of the opportunity.

A

Yes. Copies of the RFT and advertisement attached.

Q 12

Why was KPMG asked to undertake a probity audit of this contracting process? What did that probity audit reveal? Please table KPMG's report.

A

TA requested internal auditors, KPMG, to undertake a review of the tender evaluation process to assist the Board with their review of the recommendation to be received from management.

The report is considered to be commercial in confidence.

Q 13

Is it usual for Tourism Australia to require probity audits of its advertising contracts? What other probity audits has Tourism Australia had conducted involving advertising or other contracts? Why do you believe it was necessary in this case?

A

Internal probity is a component of TA tenders and external audits are commissioned when appropriate. TA was formed on July 1 2004. This was the first report prepared by our internal auditors on a TA tender.

Q 14

Are you aware that the lack of transparency with pitching meant that Tourism New Zealand was forced to put its advertising work out to pitch because it simply had no way of knowing whether M&C Saatchi was pitching for the Tourism Australia work and the inevitable conflict of interest scenario that would lead to?

A

Tourism Australia followed the Australian Government's Commonwealth Procurement guidelines for Government advertising services in the awarding of this tender. Protecting the commercial interests of Tourism New Zealand - a competitor - was not considered a matter relevant to TA's process.

Q 15

COMMITTEE-IN-CONFIDENCE

Has Tourism Australia taken steps to avoid future controversy and negative media coverage surrounding the awarding of its advertising contracts? If so, what are these steps? Does Tourism Australia's experience with the awarding of this contract offer any lessons that you believe this Inquiry should be aware of with a view to ensuring Senators' recommendations are relevant for other Commonwealth agencies or authorities employing advertising as a key element of their communications activities?

A

No Government Statutory Authority can ensure that negative media coverage will not follow a decision to award a contract for services. Rather, Government Statutory authorities are charged with ensuring value for money on a competitive basis in procuring goods and services.

Request for tender



Australian Government



Tourism Australia

Request for tender for Global Advertising Creative Services

Further assistance regarding the Request for Tender may be obtained from:

Sally Mynett
Tel: +61 2 93611357
Fax: +61 2 9361 1857
Email: Smynett@tourism.australia.com

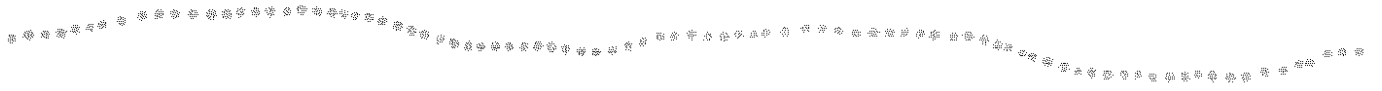
Lodgement of tenders

Tenders must be enclosed in a plain envelope endorsed as follows:

Global Advertising Creative Services Tender
c/o Sally Mynett
Tourism Australia
Tender Box
Reception Area
Darling Park Tower 2, Level 18
201 Sussex Street
NSW 2000
Australia

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Summary of Requirements – Part A

About Tourism Australia

Tourism Australia officially commenced on 1 July 2004. The new organisation brings together the collective skills and knowledge of four separate organisations: the Australian Tourist Commission (originally formed in 1967); the domestic tourism marketing body See Australia; the Bureau of Tourism Research and the Tourism Forecasting Council.

Tourism Australia is a statutory authority of the Australian Federal Government, governed by a Board of Directors which is directly responsible to the Minister for Tourism, Industry and Resources.

The main objectives of Tourism Australia under the Tourism Australia Act 2004 are to:

- Influence people to travel to Australia, including for events;
- Influence people travelling to Australia to also travel throughout Australia;
- Influence Australians to travel throughout Australia, including for events;
- Help foster a sustainable tourism industry in Australia; and
- Help increase the economic benefits to Australia from tourism.

Tourism Australia is primarily a consumer driven organisation believing strongly in driving effective ways to increase tourism to and within Australia by consumer led demand. Approximately 85% of our budget is spent on consumer marketing activities.

Tourism Australia has a staff of around 270 worldwide located in 15 offices including Sydney, Canberra, Auckland, London, Frankfurt, Los Angeles, Canada, Tokyo, Seoul, Hong Kong, Shanghai, Singapore, Taipei, Kuala Lumpur and Bangkok.

As Australia's national tourist office, the role of Tourism Australia globally is:

- To create international and domestic demand for Australian tourism experiences, by influencing the actions of others through our role in the tourism and travel marketing matrix, namely:
 - champion a clear destination marketing strategy;
 - articulate and promote a compelling tourism destination brand;
 - facilitate sales by engaging and supporting the distribution network;
 - gather and communicate market intelligence for improved decision making;



- work with partners who can extend our influence.
- To maximise the return on investment of the tourism and travel industry's total marketing effort as measured by total visitor spend and dispersal of that spend



Background to tender

This background covers three areas. Firstly, details are provided on the development of the current Brand Australia campaign, and how the Brand is an important part of the marketing strategy of Tourism Australia. Secondly, the current advertising agency relationships will be covered, and then finally, the proposed approach to provision of creative services in this tender.

1. Brand Australia

Tourism Australia is the organisation responsible for building the international and domestic image for Australia as a desired travel destination. At the heart of this task is the development and management of Brand Australia. Brand Australia is built on the key elements of the country that distinguish Australia from the rest of the world, and the Brand's role is to strengthen the emotional appeal of a holiday in Australia.

Brand Australia forms the basis of all Tourism Australia marketing activities. It guides the tone, design and imagery used in all Tourism Australia communications to consumers, the travel trade and tourism industry. It forms the basis of all television, cinema, print and online advertising as well as journalist editorial, PR and promotions, direct mail, travel guides, internet and trade marketing activities.

Within the full marketing program, Tourism Australia's advertising is centred on two main areas:


Brand: Campaign activity that builds brand salience and drives intention to travel, with no product / price offer component. Sometime there may also be co-operative brand activity with another state tourism body¹.

Brand Co-op: Tactical campaign activity that includes a product / value message, a specific package / air offer, with one or more industry partners and a call to action with the specific purpose of driving conversion.

Advertising campaigns are developed overseas to encourage travel to Australia, and domestically to encourage Australians to both consider holidaying intrastate rather than offshore, and also to increase usage of annual leave entitlements.

In 2003, the Brand Australia refresh project was initiated. The rationale for refreshing Brand Australia was based on a range of broad business issues. These included the international economic environment, impact of global events such as SARS and terrorism, and a belief that Australia needed to build on the successful foundation of the Olympics of 2000. Many competitors had also developed new and compelling brands.

¹ The State and territory (STO) organisations are Tourism New South Wales, Tourism Victoria, Northern Territory Tourist Commission, Tourism Queensland, Tourism Western Australia, South Australian Tourist Commission, Tourism Tasmania, and ACT.



A refreshed Brand Australia was a key element of the White Paper on tourism, launched by the Prime Minister in November, 2003. The White Paper committed extra funds to international and domestic tourism to actively promote a revitalized Brand Australia to drive growth and profitability for the industry. The White Paper also resulted in the creation of Tourism Australia, from the Australian Tourist Commission (ATC), See Australia, Bureau of Tourism Research, and Tourism Forecasting Council.

It is important to note that this Brand refresh project considered Brand Australia in its broadest sense – a country-as-brand approach, which incorporates more than just tourism, but also other industries and the way all Australia behaves.

The refreshed Brand Australia campaign was unveiled on May 18th 2004, and included six new television commercials, developed by Whybin TBWA Sydney, and a new design identity incorporating a new brandmark, look and feel and photography style, developed by Futurebrand Melbourne. The six TV commercials provide a suite from which regions have selected specific executions for their markets.

The launch markets in May 2004 were Australia, UK, Singapore and Italy, with US and NZ following in Sep 2004. The roll out of the new Brand communications is continuing, with the launches in Germany (Feb 2005), Malaysia (Feb 05), Hong Kong (Feb 05), China (Mar 05), and Japan (Apr 05). Throughout the launch phase, the Sydney-developed TV commercials have undergone re-editing for different markets, and regional advertising agencies have developed supporting print and outdoor brand activity, in addition to local tactical cooperative campaigns with airline and other commercial partners.


Further information on the current Tourism Australia Brand campaign is available on the corporate site www.tourism.australia.com and consumer website www.australia.com². In addition, an online FTP website has been created for the purpose of this tender that contains examples of creative and other background marketing materials. To obtain access to this FTP website, please contact Sally Mynett by email on smynett@tourism.australia.com or call +61 2 93611357.

2. Current Advertising agency relationships

Tourism Australia has existing contracts (for financial year 2004-5) for the provision of advertising agency creative services in its six regions: Australia, North America, Europe, Asia, Japan, and New Zealand. The six advertising agencies contracted as follows:

Australia (domestic campaigns) - George Patterson Partners, Sydney
North America– Dailey & Associates , Los Angeles
Europe – Grey Advertising, London
Asia – TBWA, Hong Kong and Singapore
Japan – Daiko, Tokyo
New Zealand – Colenso BBDO, Auckland

² To review the consumer activity in each region, select the appropriate country in the "change country or language" link on the right side navigation panel



Some of these agencies also currently handle media buying, although in other markets, the media services are provided separately by media agencies³. In each region, the day-to-day agency relationships are handled by the regional Consumer Marketing Director, and overseen by the Regional General Manager. However, the overall global marketing responsibility sits with Director of Marketing, Ian Macfarlane, based in Sydney and his Sydney team oversee the communication plans for the Brand in all markets, reporting to the Managing Director, Scott Morrison.

Each of these agency contracts are reviewed annually for reappointment by the Board of Tourism Australia and the Minister for Tourism and Small Business.

At 30 June 2005, four of the six existing advertising agency contracts are up for renewal, and Government procurement procedures require a tender for renewal or appointment of new contracts. This is in addition to the annual approval required from the Board to continue with the planned agency activity for the upcoming financial year.

As a result of this opportunity, a decision has been made to look to achieve greater consistency and integration in Tourism Australia's global agency arrangements.

3. A new Marketing process approach

A new Managing Director and Executive management team for Tourism Australia was appointed by the Board in Nov 2004⁴. The new organisation structure for Tourism Australia can be found at the corporate website www.tourism.australia.com. The new team together with the Board of Tourism Australia have undertaken a major strategic review, including TA's marketing approach.


As a result of this review the following areas have been highlighted: a) the need to achieve greater consistency in strategy and creative brand expressions globally; and b) the need for improved cost effectiveness, better tracking of campaigns, and greater leverage in production and cross-border media opportunities. With recent increased consumer knowledge within the organisation, it is clear that the possibilities for targeting a more consistent global audience are now greater. In addition, the increased government funding and focus on brand activity also necessitates greater central accountability for the creative outputs.

The solution proposed to help respond to these business drivers requires a change to the nature of Tourism Australia's advertising agency relationships. In particular:

- a move away from separate, independent agency contracts in each region.
- the appointment of a single global agency network or group relationship
- the establishment of a full-service lead agency based in Australia to oversee global creative strategy and execution, and global account servicing. In addition, this agency

³ Media services are provided by Zenith Media in Australia, OMD in Asia, and Mediacom in UK/Europe.

⁴ Scott Morrison was appointed Managing Director from Dec 2004



would have responsibility for implementation of the domestic Australia campaign.
- a network or grouping of agencies located in each of the key markets around the world, responsible for regional creative and implementation of the global creative strategy, reporting to the lead agency in Australia.

The proposed length of the contract for these services is 3 years, with annual review and re-approval required from the Board and the Minister for Small Business and Tourism, Fran Bailey.

A parallel tender for the provision of global media planning and buying services is taking place and details of this tender can also be found at www.tenders.gov.au. Note each tender is separate, and therefore one submission for both creative and media tenders will not be accepted.



Tourism Australia's requirement

Tourism Australia is seeking a contract with a supplier for the provision of global creative advertising services in all its key markets where significant marketing is undertaken. A guide to these markets and their relative priorities are outlined below:

Primary markets:

UK, USA, Japan, New Zealand, China, Korea, Germany, Australia

Consolidation and growth markets:

Singapore, Malaysia, Middle East, Hong Kong, Canada, India

Dispersal and segment development markets:

Taiwan, Thailand, Ireland, Switzerland, Italy, France, Netherlands,
Scandinavia, other European, other Asian, other Americas

Please note that these market priorities are indicative only and may be changed from time based on decisions and strategies of the Tourism Australia Executive and Board.


The annual budget allocated to all global Tourism Australia advertising spend is approximately AUS\$60 million in 2004/5.

The objective of this tender is to select a supplier who can assist Tourism Australia to meet its global marketing goals - through providing excellent creative solutions and cost-effective, efficient global account servicing. The chosen agency network will have to demonstrate excellent creative strategic thinking, powerful creative solutions, solid tourism industry experience, cost-efficient resourcing and proven expertise in cross-boarder management of creative campaigns for leading brands.

The tender will take place in two stages. Stage one will be an evaluation of the prospective suppliers' credentials, from which a short list of preferred tenderers will be selected. This document relates to stage one of the tender.

In stage one, suppliers will be required to demonstrate their ability to meet the required criteria in their responses. The key credential criteria are:

- Established, proven full-service agency resources in Australia to act as global lead agency and service Tourism Australia head office in Sydney.
- Established full service agency network offices in five regional centres (Auckland, Hong Kong, London, Los Angeles and Tokyo) and also ability to service individual countries (Germany, France, Italy, Canada, China, Korea, Singapore, Malaysia, India).
- Demonstrated excellence in creative strategy and execution with a truly media neutral approach in all markets

- 
- Proven experience of managing creative development and account servicing for clients across multiple markets/regions within agency network
 - Recent tourism destination marketing experience (national tourism board or state/regional equivalent), tourism product and international airline experience

More details on the specific requirements for response to this tender can be found in part E of this tender document.

Stage two will involve the selection of a short list of agencies who best meet the criteria in stage one. The successful short-listed tenderers will then be provided with a further face-to-face briefing including contract arrangements. The briefing will require the agencies to prepare a detailed presentation which will cover development of a new creative strategy based on the Brand Australia strategic framework, examples of specific creative concepts, and a plan for how the proposed creative concepts would work alongside and eventually be evolved from the existing Brand Australia campaigns. In addition, stage two will require plan for how global creative development and account management will work, with associated costs.

The Executive team recommendation for the preferred supplier will be approved by the Board of Tourism Australia.



Conditions of Tender – Part B

1. Preliminary

1.1 Conditions of Tender

The Conditions of Tender describe the terms and conditions governing the conduct of the Tender process. It contains information on:

- lodgement of Tenders;
- the required structure and content of Tenders;
- the evaluation criteria to be used in assessing Tenders; and
- Commonwealth Government policy requirements relevant to Tenders.

1.2 Proposed timetable

An indicative timetable for the conduct of this Tender is described below.

Tourism Australia may amend this timetable at any time.

Activity proposed commencement date: 1 July 2005

Issue of Request for Tender (RFT): Mon 21 Feb 2005

Closing date for tenders: Tue 29 Mar 2005

Shortlist advised: Thur 31 Mar 2005

Stage 2 Shortlist briefings by Tourism Australia: Mon 4 Apr – Thur 7 Apr

Final presentations by tenderers: Tues 3 May – Fri 6 May 2005

Selection of preferred tenderer: Fri 17 Jun 2005

Notification to unsuccessful tenderers: Fri 17 June 2005

Post tender and contract negotiations: Fri 17 June – Thur 30 June 2005

Execution of contract, public announcement and commencement of services:
Fri 1 July 2005



1.3 Confidentiality

The information contained in this RFT is strictly confidential. Tenderers may only use this RFT for the purposes of preparing a response. Tenderers are not allowed to discuss this tender with anyone outside their organisation, including media organisations, unless required to do so to fulfil this RFT.

Tenderers will be required to sign a confidentiality undertaking before receiving any confidential information as part of this tender process or if successful in being awarded the contract.

Please ensure the attached confidentiality form is signed. Any tender received without this form will be considered to be incomplete and will not be accepted.

1.4 Further information

All questions arising during the preparation of a Tender, or requests for clarification or further information must be made in writing or emailed to:

Sally Mynett
Tourism Australia
Ph +61 2 9361 1357
Fax (Fax number)
Email smynett@tourism.australia.com

Please note no verbal communication with any Tourism Australia employees will be entered into during the tender process, and all communication must be undertaken in writing with the above contact.

Tourism Australia will provide the answer to any relevant query from a Tenderer to all other Tenderers without disclosing the source of the query.



2. Tender Lodgement

2.1 Lodgement address

Responses must be lodged by post or hand delivered to:

Global Advertising Creative Services Tender
c/o Sally Mynett
Tourism Australia
Tender Box
Reception Area
Darling Park Tower 2, Level 18
201 Sussex Street
NSW 2000
Australia

Oral, facsimile or e-mail responses will not be accepted.

2.2 Closing time

The deadline for lodgement of Tenders is 5:00pm Eastern Daylight Saving Time on Tue 29 March 2005.

2.3 Late tenders

Tenders received after the closing time in 2.2 will not be considered by Tourism Australia.

2.4 Copies of tenders

2.4.1 The original and three (3) copies of the main submission document are to be lodged in single-sided A4 loose leaf format. Supporting materials are permitted, with a preference for these to be supplied in electronic version on CD Rom. The original must be clearly marked as such and the copies marked as a copy with a copy number.

2.4.2 In the event of any discrepancy between any copy and the original, the original takes precedence.

2.5 Corrections and additions

If a Tenderer becomes aware of an error or omission in its Tender and wishes to lodge a correction or additional information, the material must be lodged with Tourism Australia in writing at the Lodgement Address, before the Closing Time.

2.6 Tender validity period

A Tender must remain open for acceptance for at least three (3) months from the Closing Time.



2.7 Ownership of tenders

2.7.1 All Tenders become the property of Tourism Australia once lodged. Tourism Australia may copy, amend, disclose or otherwise deal with a Tender for the purpose of:

- evaluating Tenders;
- conducting subsequent negotiations with the Tenderer; and
- any other matter incidental or necessary for the above purposes.

2.7.2 Tourism Australia may make copies of the Tender as required for the purposes in clause 2.7.1.

2.7.3 Notwithstanding clause 2.7.1, ownership of any intellectual property in the information contained in a Tender remains unchanged.



3. Tender Preparation

3.1 Format and content of tenders

3.1.1 Part E (Tender Response Schedule) sets out the information to be provided in the Tender and the preferred format. Tenderers must provide sufficiently detailed information on any matters identified in Part E as mandatory requirements.

3.1.3 Tenderers must also complete and submit, as part of their Tender, the Declaration by Tenderer in the format shown at Part E (Tenderer Declaration).

3.2 Prices

Unless otherwise specified, any prices are to be expressed in Australian dollars and must be exclusive of goods and services tax.

3.3 Briefing session

A briefing will be held at Tourism Australia offices in Sussex Street, Sydney for each short-listed Tenderer during the period of Mon 4 Apr – Thur 7 Apr.

Short-listed Tenderers will be invited by Thur 31 Mar to attend the briefing. Tenderers should register their acceptance with Sally Mynett at Tourism Australia by Close of Business on Thur 31 Mar via email Smynett@tourism.australia.com.

3.4 Part offers, alternative offers and joint offers

3.4.1 Offers for part of the Services will not be considered by Tourism Australia.


3.4.2 In addition to lodging a Tender that complies with the Statement of Tourism Australia's Requirement (Part C), Tenderers may lodge a proposal with an alternative approach or solution. Any alternative approach or solution must be clearly labelled 'supplementary material' and will be considered at the sole discretion of Tourism Australia.

3.4.3 A joint Tender from two or more Tenderers will not be considered by Tourism Australia, unless detailed in the Statement of Tourism Australia's Requirements (Part C). Subcontractor arrangements are agreeable but must be made explicit in submissions.

3.4.4 A consortium may submit a tender on the basis that one of the consortium will be named as the lead Tenderer and will take full responsibility under the contract if successful.

3.5 Draft contract

3.5.1 The terms and conditions on which Tourism Australia intends to do business with the successful Tenderer are set out in Part D (Draft Contract). If any Tenderer wishes to propose a change to these terms, this must be specified in the Tender in the format detailed in Form 3 of Part E of this request for tender package. Unless you expressly



state otherwise, you are taken to agree or comply with the Terms and Conditions outlined in this contract.

3.5.2 Your final tender submission will be attached to this contract and form part of the obligations in the performance of the contract.

3.6 Tenderer costs

All expenses and costs incurred by a Tenderer in connection with this RFT, including preparing and lodging a Tender, providing Tourism Australia with further information and participating in any subsequent negotiations, are the responsibility of the Tenderer.

3.7 Conflict of interest

3.7.1 Tenderers must include in their Tender details any known circumstances that may give rise to an actual or potential conflict of interest with Tourism Australia in responding to this Tender or in the provision of the requirement.

3.7.2 This is to include the detailing of any known relationships, outside of normal business ones, the Tenderer and their staff or associates, including any subcontractors being proposed as part of the Tender, may have with any employees of Tourism Australia including the Board.

3.8 False or misleading claims

3.8.1 If a Tenderer is found to have made false or misleading claims or statements or obtains improper assistance, or confidential information, Tourism Australia reserves the right to reject at any time any Tender lodged by or on behalf of the Tenderer.

3.8.2 Each tenderer and its officers, employees, agents and advisers must not engage in any collusive Tendering, anti competitive conduct or other similar conduct with any other Tenderer or any other person in relation to the preparation or lodgement of Tenders.

3.9 Competitive neutrality

3.9.1. Competitive neutrality requires that Government businesses should not enjoy net competitive advantages over their private sector competitors by virtue of public sector ownership.

3.9.2 Tenderers from the public sector must demonstrate in the pricing of their Tender that the requirements of competitive neutrality have been met, including payment of relevant taxes and charges, rates of return and cost of funds.

3.10 Gifts

TA staff and management, contractors or consultants cannot accept gifts, gratuities, hospitality from any tenderer.



3.11 Contact details

Tenderers must nominate in their Tender a person to answer requests by Tourism Australia for further information or to provide clarification. The name, title, street and electronic address, telephone and facsimile numbers of that person must be set out in the Tender.



4. Assessment of Tenders

4.1 Assessment objective

4.1.1 Tenders will be assessed to identify the offer that Tourism Australia considers represents the overall best value for money in meeting Tourism Australia's requirements. Value for money is the final outcome of a qualitative and quantitative assessment to achieve the most effective, efficient and economic outcome.

4.1.2 For this purpose, each Tender will be assessed to determine each Tenderer's relative ability to satisfy the overall requirement, while achieving a high standard of performance at a competitive cost and at an acceptable risk.

4.1.3 In determining 'best value for money', Tourism Australia will assess the quality of the services being offered including the capability and capacity of the Tenderer as addressed in the evaluation criteria.

4.2 Evaluation process

4.2.1 Tourism Australia proposes to establish an evaluation committee to oversee and manage the evaluation process.

4.2.2 Tourism Australia may make available to advisers and third parties a copy of any Tender for the purposes of evaluation.

4.2.3 The evaluation committee proposes to use the following evaluation methodology:


- each Tender will be examined and scored against the same evaluation criteria as outlined in Part E;
- each Tender will be reviewed for completeness. Any Tender not providing sufficient information against mandatory requirements may be excluded from further consideration;
- any Tender not able to satisfy the mandatory requirements will be excluded from further consideration;
- the evaluation committee will make a recommendation to Tourism Australia senior management concerning the preferred Tenderer or Tenderers.

4.2.4 All final selection decisions will be made by Tourism Australia senior management based on the evaluation committee's recommendations.

4.3 Evaluation criteria

4.3.1 Tourism Australia intends to assess Tenders against the following evaluation criteria. These criteria are not exhaustive, nor in any order of importance:

- Demonstrated understanding of the Tender Brief & ability to meet Tender specifications/draft contract- specifically ability and capacity to produce,



manage and implement the development and management of a global creative strategy for Tourism Australia.

- Proven capacity to work collaboratively and in consultation with a range of government and non-government stakeholders;
- Process for ensuring transparency, accountability and evaluation of the program;
- Evidence of organisation and financial stability;
- Three business referees; and
- Account management structure including the calibre and credentials of staff that would be working on the project.

4.3.2 Tourism Australia may conduct a probity inquiry to ascertain, in relation to each Tenderer:

- financial viability;
- corporate history; and
- significant litigation (past, present or pending).

4.4 Tenderer presentation

Tourism Australia may request Tenderers to present the key aspects of their Tender and clarify information in a presentation to the evaluation committee.

4.5 Post-tender negotiations

Tourism Australia may select any number of Tenderers with whom it will negotiate with a view to selecting a single preferred Tenderer or select a list of preferred tenders for the goods /services required. During those negotiations, Tourism Australia may seek variations to a Tender, or supplementary information to address any variation to the Statement of Requirement (Part C).

4.6 Acceptance of tenders

4.6.1 Tourism Australia will not necessarily accept any Tender.

4.6.2 All Tenderers will be informed in writing of the outcome of their Tender at the conclusion of the Tender process.

4.6.3 All unsuccessful Tenderers will be offered the opportunity to be debriefed.



5. Commonwealth Policy Requirements

5.1 Freedom of information

5.1.1 Tenderers should note the operation of the Freedom of Information Act 1982 which gives members of the public the right of access to documents in the possession of the Commonwealth and its agencies. This Act extends as far as possible the right of persons to access information in the possession of the Commonwealth and its agencies, limited only by exceptions and exemptions necessary for the protection of the public interest and of the private and business affairs of persons in respect of whom information is collected and held.

5.1.2 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in the Tender process.

5.1.3 Tenderers may indicate which information, if any, contained in their Tender or supplementary material they consider should not be disclosed without their consent.

5.2 Best practice and industry development

5.2.1 Through its procurement, the Commonwealth and its agencies seek to promote the development of Australian Tourism, including small to medium sized enterprises (SME's), by means that are consistent with the achievement of value for money objectives.

5.2.2 Tenderers should describe in their Tender, the strategies, procedures and practices proposed to involve SME's, where practical, in the delivery of the requirement in accordance with the Commonwealth's policy intentions in relation to SME's and industry development.


5.2.3 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in the Tender process.

5.3 Workplace relations

5.3.1 All Tenderers will be required to comply with the relevant provisions of applicable legislative requirements, awards and workplace arrangements including:

- workplace/industrial relations legislation;
- occupational health and safety legislation;
- workers compensation legislation;
- affirmative action legislation; and
- Disability Discrimination

5.3.2 Tenderers must state in their Tender if they are currently named as not complying with the Equal Employment Opportunity for Women in the Workplace Act 1999. This requirement extends to each subcontractor named in a Tender. Tourism Australia will



not consider a Tender where the Tenderer or any subcontractor is named as non-complying under this Act.

5.3.3 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in the Tender process.

5.4 Auditor-General Act 1997

5.4.1 The attention of Tenderers is drawn to the Auditor-General Act 1997 which provides the Auditor-General and any authorised person with a right, at all reasonable time, to access relevant information, documents and records.

5.4.2 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in this Tender process.

5.5 Privacy

5.5.1 Tenderers and their subcontractors will be required to comply with the relevant provisions of the Privacy Act 1988. Tourism Australia, as a Commonwealth Agency must adhere to the Information Privacy Principles (IPPS) while commercial companies must abide by the National Privacy Principles (NPPS).

5.5.2 Tenderers in their proposal should state whether they abide by the NPPS, the steps they will initiate when engaging sub-contractors (if applicable) and an understanding the Commonwealth IPPS.



6. General

6.1 Acknowledgment and disclaimer

6.1.1 Tourism Australia, its officers, employees, advisers and agents, make no express or implied representation or warranty as to the currency, reliability or completeness of the information contained in this RFT; and to the extent permitted by law, expressly disclaim all liability arising from information contained in or omitted from this RFT or otherwise provided to a Tenderer.

6.1.2 It is the responsibility of Tenderers to obtain all information necessary or convenient for the preparation of their Tenders. In submitting a Tender, each Tenderer acknowledges that it has not relied on any express or implied statement, representation or warranty as to the truth, accuracy or completeness of the information contained in this RFT, or otherwise provided to a Tenderer by Tourism Australia or on Tourism Australia's behalf.

6.1.3 Nothing in this RFT should be construed to give rise to any contractual obligations or rights, express or implied by the issue of this RFT or the submission of a bid in response to it. No contract will be created until a formal written contract is executed between Tourism Australia and a Tenderer.

6.2 Tourism Australia's rights

6.2.1 Tourism Australia reserves the right, in its absolute discretion, at any time, to cease to proceed with or alter the process (including the proposed timetable) outlined in these Conditions of Tender; to suspend or vary the structure or timing of the process or any part of it; to accept any Tender; to reject any or all Tenders regardless of compliance or non-compliance with this RFT;

- to require clarification of a Tender or seek additional information;
- to set or reset priorities and weighting for evaluation criteria, or to vary those priorities or weightings;
- to negotiate or not negotiate with one or more tenderers;
- to discontinue negotiations at any time;
- to allow, or not to allow, the successful Tenderer to enter into the proposed contract in the name of a different legal entity from that which provided a response to this RFT;
- to enter into a contract outside this process;
- to accept a Tender for a different requirement than as set out in this RFT;
- to select and negotiate with more than one Tenderer; and
- to cancel, add to or amend the information requirements, terms, procedures or processes set out in this RFT.

Statement of Requirements – Part C

Indicative responsibilities for the successful global advertising agency network

The items listed in Part C are in no way meant as an exhaustive list of the various parties responsibilities. During the life of the contract these items can and will be varied as required.

Tourism Australia responsibility	Tenderers responsibility	
1. Creative Strategy	Australia	Regions
Briefing & documentation on Brand Australia strategy including: - business objectives - target audience definitions - brand positioning documentation	Global Creative strategy development based on brand positioning and consumer insight.	Provide local insight and input into global creative strategy development

Tourism Australia responsibility	Tenderers responsibility	
2. Creative executions	Australia	Regions
Approval of all creative work to be on-brief and on brand strategy. Feedback provided clearly and on time to meet delivery schedules.	Global creative idea developed and specific creative developed for major media such as TV. Liaise with global media planner on media-neutral creative development. Oversee and approve all regional and tactical activity before presentation to clients. All production of advertising and supply to media on brief and on schedule.	Local insight and input into creative idea. Local adaptation, translation of global creative. Creating local tactical advertising to support brand campaigns. Relevant production of advertising materials and supply to media on brief and on schedule.



Tourism Australia responsibility	Tenderers responsibility	
3. Campaign Management	Australia	Regions
Clear performance measurement criteria supplied and agreed. Detailed specifications for reporting required.	Ongoing management of account to provide detailed reporting and delivery to time and budget. Provision of quarterly summary consolidated reports detailing actual creative, work patterns and budgeting. Meeting performance measures as agreed.	Ongoing management of account to provide detailed reporting and delivery to time and budget. Production of accurate and on-time invoices and tracking of all individual cost items



Draft Contract – Part D

A draft contract will be provided to the short listed tenderers in stage two of the process.



Tender Response Schedule – Part E

A. Response to Statement of Requirements

So that Tourism Australia receives consistent responses please submit applications in hard copy format using the identified selection criteria as headings.

The Cover Sheet

Cover sheets to your Tender application should identify the head office and interstate/overseas office locations, address and website in addition to a key agency contact name, professional title and full contact details for communications related to the Tender submission.

The statement of requirements

To guide your responses to the selection criteria responses Tourism Australia has developed a framework below for submissions with some possible discussion points to cover in each of the selection criteria.

1. Demonstrated understanding of required services and proven ability to meet tender specifications

1.1 Established, full service global agency covering Australia and key overseas markets

- 1.1.1 Full-service⁵ advertising agency capabilities in **Australia** need to be demonstrated. Key areas of evidence required are:
- length of establishment of company and brief history
 - CV / background of key agency personnel, outlining details of only those individuals who would be actively involved in the management of the Tourism Australia account (include strategic planning, account management creative and production)
 - list of current clients (clients for whom there is a current working relationship, and where there has been significant work delivered in the last 12 months), including both Australia-based and international global clients
 - evidence of proven experience in managing production for advertising campaigns in all mediums, including television, cinema, print, large scale outdoor, collateral and direct mail, online and other promotional activities

⁵ Full-service is defined as strategic planning, creative development across all ATL and BTL mediums including online, account management and production.

- 1.1.2 Evidence of full-service advertising agency resources located in TA **regional centres** of London (Europe) Los Angeles (N America) Hong Kong (N Asia) , Tokyo (Japan), and Auckland (NZ). Please provide details of:
- length of establishment of company and brief history
 - CV / background of key agency personnel, outlining details of only those individuals who would be actively involved in the management of the Tourism Australia account (include strategic planning, account management and creative teams)
 - list of current clients (clients for whom there is a current working relationship, and where there has been significant work delivered in the last 12 months), including both region-specific and international global clients
 - evidence of proven experience in advertising creative development including managing production and adaptation for advertising campaigns in all mediums, including television, cinema, print, large scale outdoor, collateral and direct mail, online and other promotional activities
- 1.1.3 Ability to service markets of Germany, France, Italy, China, Singapore, Korea, India, Malaysia and Canada. These agencies would not be required to deliver strategic planning input, but predominately creative adaptation and translation. Please provide details of:
- how these creative services and production if required would be provided for these markets
 - provide details of current clients serviced in these markets, and the personnel involved and their experience.

1.2 Excellence in strategic planning and creative execution

- 1.2.1 Demonstrate excellence in strategic planning by both the Australia office and key regional offices. Only provide examples that the proposed current account teams have worked on in the last two years, and clearly indicate who the specific individuals were responsible. Excellence will be demonstrated through clear and simple thinking and strong consumer insight which provide truly strong platforms for creative.
- 1.2.2 Demonstrate excellence in creative by both Australia and key regional offices. Only provide examples which the proposed creative teams have worked on in the last two years and clearly indicate who the specific individuals were responsible. Excellence will be demonstrated through a range of different creative solutions for different media with compelling messages, linked strongly to creative strategy. Campaigns will have been developed with proven ability to stand-out from category and shape consumer perceptions. Please outline creative awards achieved, especially awards which provide recognition by not just advertising industry but also client-side industry sector.
- 1.2.3 Demonstrate a broad experience of creative output, across different industry sectors (eg service versus FMCG versus others), different media and different target audiences.




1.3 Experience of managing global brands within the network

- 1.3.1 Evidence must be provided of at least two recent (last 2 years) clients which the agency network or group manages on a global basis, and which both the Australian and regional offices must work on and please indicate if any clients are managed through lead agency in Australia. Please provide details on:
- agency approach to management of leading global brands in terms of broad principles, including network reporting structures, financial arrangements (eg profit centres) and how these impact on global client management
 - practical demonstration of how specific client brands are managed including creative strategy development, creative execution development, client account management processes, approach to reporting, project management and performance measurement. Provide details of where lead agency is located, and how relationship and process works with both network agencies and client
 - provide specific creative examples for these global clients, and explain how central and local creative has been adapted, if at all, for individual market needs
- 1.3.2 Provide at least two references of global clients for Tourism Australia to contact.

1.4 Tourism Experience

- 1.4.1 Provide evidence of significant National Tourist Board (or State/regional equivalent) tourism marketing experience in the last two years. At a minimum, one example must be provided for the Australian agency, and one for the key regional offices. For this work, please provide details of the individuals responsible, and confirmation that they would be part of the Tourism Australia account. Please demonstrate how brand and tactical activity has been developed for these tourist board clients.
- 1.4.2 Provide evidence of any work completed for an international airline in the last two years by the Australian and/or regional offices. Again, please provide details of the individuals responsible, and confirmation they would be part of the Tourism Australia account.
- 1.4.3 Provide evidence of at least one recent tourism product⁶ client for both Australia AND regional offices.

⁶ Tourism product is defined as experience or service provided within the tourism sector (eg hotel, amusement park, other transport etc)

- 
- 1.4.4 In addition to the above examples, you must provide details of any other tourist board, airline or tourism product clients that are current contracted clients of the agency network or group.

B. Proven capacity to work collaboratively and in consultation with a range of government and non-government stakeholders:

- Experience working with Government and non government Agencies;
- Demonstrated understanding of the principals of consultation;
- Examples of recent complex consultative projects and solutions

C. Process for ensuring transparency, accountability and evaluations of the:

- Tenderer's Corporate Governance;
- Quality and evaluation procedures;
- Account report structure and process;
- Understanding and compliance methodology of Government transparency, equity, ethicality and probity requirements; and
- Professional affiliations.

D. Evidence of organisation and financial stability:

- Length of Incorporation of business ownership;
- Annual turnover and number of current accounts;
- Statement of financial credibility from Chief Financial Officer or equivalent;
- Changes to staff numbers over last 24 months; and
- Accounts won or lost over the past 2 years.

E. Three business referees:

- Names and contact details of three business referees



F. General Comments

- Your organisation's vision in terms of involvement with the development of Brand Australia on a global basis.
- What your organisation like to achieve over the life of the contract; and
- Summarise three to five unique attributes of your agency that would make your company different from other bidders.

2. Tenderer's Profile

The full name of the Tenderer	
Name of officer responsible for the Tender and relevant contact details	
Any trading or business name	
If a company, the registered office and principle place of business	
The date and place of incorporation	
If an Australian company, its ACN. Equivalent number if a non Australian registered Company where applicable	
Number of employed staff and operating locations	
Details of quality system standard certification where such are held (if certification is being sought, detail progress towards certification relative to the services required)	
Other measures that would ensure that a quality system would be in place to satisfy the requirements of the services required	

3. Declaration of Tenderer

(This should be sent on your company letterhead)

[] ABN [] (if any) tenders its offer to provide the [Services/Supplies] solicited by the RFT at the prices tendered and, subject to the Statement of Compliance, the draft Contract. This offer remains open for acceptance until [], being [] months/weeks from the Tender closing time.

We acknowledge the following:

- We have examined the RFT
- The RFT has specified Tourism Australia's rights in respect of the RFT and the Tenderer agrees that Tourism Australia may exercise its rights as set out.

Registered office or other	
Address of tenderer	
Postal address	
Telephone numbers	
Facsimile numbers	

Signature of Respondent or person authorised to make Tender on behalf of the Respondent. (Note: if made on behalf of Respondent, details of the official position held should be included i.e.(Director, Manager etc.)

Signature: date of signature	
Name (block letters)	
Position held	
Signature of witness	
Address of witness	
Name (block letters)	

Company executive nominated to receive correspondence/enquiries.

Name: (block letters)	
Phone	
Facsimile	

Request for tender



Australian Government



Tourism Australia

Request for tender for Global Media Planning and Buying Services

Further assistance regarding the Request for Tender may be obtained from:

Sally Mynett
Tel: +61 2 9361 1357
Fax: +61 2 9361 1857
Email: Smynett@tourism.australia.com

Lodgement of tenders

Tenders must be enclosed in a plain envelope endorsed as follows:

Global Media Services Tender
c/o Sally Mynett
Tourism Australia
Tender Box
Reception Area
Darling Park Tower 2, Level 18
201 Sussex Street
NSW 2000
Australia

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Summary of Requirements – Part A

About Tourism Australia

Tourism Australia officially commenced on 1 July 2004. The new organisation brings together the collective skills and knowledge of four separate organisations: the Australian Tourist Commission (originally formed in 1967); the domestic tourism marketing body See Australia; the Bureau of Tourism Research and the Tourism Forecasting Council.

Tourism Australia is a statutory authority of the Australian Federal Government, governed by a Board of Directors which is directly responsible to the Minister for Tourism, Industry and Resources.

The main objectives of Tourism Australia under the Tourism Australia Act 2004 are to:

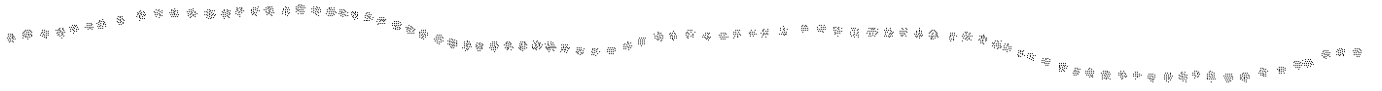
- Influence people to travel to Australia, including for events;
- Influence people travelling to Australia to also travel throughout Australia;
- Influence Australians to travel throughout Australia, including for events;
- Help foster a sustainable tourism industry in Australia; and
- Help increase the economic benefits to Australia from tourism.

Tourism Australia is primarily a consumer driven organisation believing strongly in driving effective ways to increase tourism to and within Australia by consumer led demand. Approximately 85% of our budget is spent on consumer marketing activities.

Tourism Australia has a staff of around 270 worldwide located in 15 offices including Sydney, Canberra, Auckland, London, Frankfurt, Los Angeles, Canada, Tokyo, Seoul, Hong Kong, Shanghai, Singapore, Taipei, Kuala Lumpur and Bangkok.

As Australia's national tourist office, the role of Tourism Australia globally is:

- To create international and domestic demand for Australian tourism experiences, by influencing the actions of others through our role in the tourism and travel marketing matrix, namely:
 - champion a clear destination marketing strategy;
 - articulate and promote a compelling tourism destination brand;
 - facilitate sales by engaging and supporting the distribution network;
 - gather and communicate market intelligence for improved decision making;



- work with partners who can extend our influence.
- To maximise the return on investment of the tourism and travel industry's total marketing effort as measured by total visitor spend and dispersal of that spend



Background to tender

This background covers three areas. Firstly, details are provided on the development of the current Brand Australia campaign, and how the Brand is an important part of the marketing strategy of Tourism Australia. Secondly, the current advertising agency relationships will be covered, and then finally, the proposed approach to provision of creative services in this tender.

1. Brand Australia

Tourism Australia is the organisation responsible for building the international and domestic image for Australia as a desired travel destination. At the heart of this task is the development and management of Brand Australia. Brand Australia is built on the key elements of the country that distinguish Australia from the rest of the world, and the Brand's role is to strengthen the emotional appeal of a holiday in Australia.

Brand Australia forms the basis of all Tourism Australia marketing activities. It guides the tone, design and imagery used in all Tourism Australia communications to consumers, the travel trade and tourism industry. It forms the basis of all television, cinema, print and online advertising as well as journalist editorial, PR and promotions, direct mail, travel guides, internet and trade marketing activities.

Within the full marketing program, Tourism Australia's advertising is centred on two main areas:


Brand: Campaign activity that builds brand salience and drives intention to travel, with no product / price offer component. Sometime there may also be co-operative brand activity with another state tourism body¹.

Brand Co-op: Tactical campaign activity that includes a product / value message, a specific package / air offer, with one or more industry partners and a call to action with the specific purpose of driving conversion.

Advertising campaigns are developed overseas to encourage travel to Australia, and domestically to encourage Australians to both consider holidaying intrastate rather than offshore, and also to increase usage of annual leave entitlements.

In 2003, a Brand Australia refresh project was initiated. The rationale for refreshing Brand Australia was based on a range of broad business issues. These included the international economic environment, impact of global events such as SARS and terrorism, and a belief that Australia needed to build on the successful foundation of the Olympics of 2000. Many competitors had also developed new and compelling brands.

¹ The State and territory (STO) organisations are Tourism New South Wales, Tourism Victoria, Northern Territory Tourist Commission, Tourism Queensland, Tourism Western Australia, South Australian Tourist Commission, Tourism Tasmania, and ACT.



A refreshed Brand Australia was a key element of the White Paper on tourism, launched by the Prime Minister in Nov 2003. The White Paper committed extra funds to international and domestic tourism to actively promote a revitalized Brand Australia to drive growth and profitability for the industry. The White Paper also resulted in the creation of Tourism Australia, from the Australian Tourist Commission (ATC), See Australia, Bureau of Tourism Research, and Tourism Forecasting Council.

It is important to note that this Brand refresh project considered Brand Australia in its broadest sense – a country-as-brand approach, which incorporates more than just tourism, but also other industries and the way all Australia behaves.

The refreshed Brand Australia campaign was unveiled on May 18th 2004, and included six new television commercials, developed by Whybin TBWA Sydney, and a new design identity incorporating a new brandmark, look and feel and photography style, developed by Futurebrand Melbourne. The six TV commercials provide a suite from which regions have selected specific executions for their markets.

The launch markets in May 2004 were Australia, UK, Singapore and Italy, with US and NZ following in Sep 2004. The roll out of the new Brand communications is continuing, with the launches in Germany (Feb 2005), Malaysia (Feb 05), Hong Kong (Feb 05), China (Mar 05), and Japan (Apr 05). Throughout the launch phase, the Sydney-developed TV commercials have undergone re-editing for different markets, and regional advertising agencies have developed supporting print and outdoor brand activity, in addition to local tactical cooperative campaigns with airline and other commercial partners.

Further information on the current Tourism Australia Brand campaign is available on the corporate site www.tourism.australia.com and consumer website www.australia.com². In addition, an online FTP website has been created for the purpose of this tender that contains examples of creative and other background marketing materials. To obtain access to this FTP website, please contact Sally Mynett by email on smynett@tourism.australia.com or call +61 2 93611357.


2. Current Media agency relationships

Tourism Australia has existing contracts (for financial year 2004-5) for the provision of media planning and buying services in its six regions: Australia, North America, Europe, Asia, Japan, and New Zealand. There are six different agencies contracted for the provision of media planning and booking as follows:

Australia (domestic campaigns) – Zenith Media, Sydney
North America– Dailey & Associates , Los Angeles³

² To review the consumer activity in each region, select the appropriate country in the “change country or language” link on the right side navigation panel

³ In North America, Japan and New Zealand, the media planning and buying is delivered as part of a single contract with the advertising agency in these markets.



Europe – Mediacom, London
Asia – OMD, Hong Kong
Japan – Daiko, Tokyo²
New Zealand – Colenso BBDO, Auckland²

In each region, the day-to-day agency relationships are handled by the regional Consumer Marketing Director, and overseen by the Regional General Manager. However, the overall global marketing responsibility sits with Director of Marketing, Ian Macfarlane, based in Sydney and his Sydney team oversee the communication plans for the Brand in all markets, reporting to the Managing Director, Scott Morrison.

Each of these agency contracts are reviewed for reappointment by the Board of Tourism Australia and the Minister for Tourism and Small Business.

At 30 June 2005, four of the six existing media agency contracts are up for renewal, and Government procurement procedures require a tender for renewal or appointment of new contracts. This is in addition to the annual approval required from the Board to continue with the planned agency activity for the upcoming financial year.

As a result of this opportunity, a decision has been made to look to achieve greater consistency and integration in Tourism Australia's global media agency arrangements.

3. A new Marketing process approach


A new Managing Director and Executive management team for Tourism Australia was appointed by the Board in Nov 2004⁴. The new organisation structure for Tourism Australia can be found at the corporate website www.tourism.australia.com. The new team together with the Board of Tourism Australia have undertaken a major strategic review including TA's marketing approach over the last two months.

As a result of this review, the following areas have been highlighted: a) the need to achieve greater consistency in creative brand expressions globally; and b) the need for improved cost effectiveness, better tracking of campaigns, greater leverage in creative production costs and improved delivery of cross-border media opportunities. With the recent increased consumer knowledge within the organisation, it is clear that the possibilities for targeting a more consistent global audience are now greater. In addition, the increased government funding and focus on brand activity also necessitates greater central accountability for the creative and media plans.

Therefore, to address these business drivers requires a change to the nature of Tourism Australia's media agency relationships. In particular:

- a move away from individual, separate media agency contracts in each region.
- the appointment of a single global media agency network or group to manage our business, either through company network or affiliate partnerships.

⁴ Scott Morrison was appointed Managing Director from Dec 2004

- 
- the establishment of a lead agency based in Australia to oversee global media strategy and planning. The ability to deliver pan-regional media opportunities will be important. In addition, this agency would have responsibility for implementation of the domestic campaign within Australia.
 - agencies located in each of the key markets around the world, responsible for local planning and media buying plus reporting to the lead agency in Australia.

The proposed length of the contract for these services is 3 years, with annual review and re-approval required from the Board and Minister for Small Business and Tourism, Fran Bailey.

A parallel tender for the provision of global advertising creative services is taking place and details of this tender can also be found at www.tenders.gov.au. Note each tender is separate, and therefore one submission for both creative and media tenders will not be accepted.



Tourism Australia's requirement

Tourism Australia is seeking a contract with a supplier for the provision of global media services in all its key markets where significant marketing activity is undertaken. A guide to these markets and their relative priorities are outlined below:

Primary markets:

UK, USA, Japan, New Zealand, China, Korea, Germany, Australia

Consolidation and growth markets:

Singapore, Malaysia, Middle East, Hong Kong, Canada, India

Dispersal and segment development markets:

Taiwan, Thailand, Ireland, Switzerland, Italy, France, Netherlands,
Scandinavia, other European, other Asian, other Americas

Please note that these market priorities are indicative only and may be changed from time based on decisions and strategies of the Tourism Australia Executive and Board.


The annual budget allocated to all global Tourism Australia advertising spend is approximately AUS\$60 million in 2004/5.

The objective of this tender is to select a supplier who can assist Tourism Australia to meet its global marketing goals - through providing excellent media neutral planning solutions and cost-effective and efficient global account servicing. The chosen agency network will have to demonstrate excellent strategic thinking, powerful media solutions, solid tourism industry experience, cost-efficient resourcing and proven expertise in negotiation of excellent media rates on a global basis.

The tender will take place in two stages. Stage one will be an evaluation of the prospective suppliers' credentials, from which a short list of preferred tenderers will be selected. This document relates to stage one of the tender.

In stage one, suppliers will be required to demonstrate their ability to meet the required criteria in their responses. The key credential criteria are:

- Established, proven media agency in Australia with strategic, planning and buying resources, to act as global lead media agency and service Tourism Australia head office in Sydney.
- Established network of media planning and buying offices located in five TA regional centres (Auckland, Hong Kong, London, Los Angeles and Tokyo) and servicing capabilities in individual countries (Germany, France, Italy, Canada, China, Korea, Singapore, Malaysia, India).
- Demonstrated excellence in media strategy and buying with a truly media neutral approach in all markets

- 
- Proven experience of managing media plans for global clients across multiple markets/regions within agency network
 - Recent tourism destination marketing experience (national tourism board or state/regional equivalent), international airline experience, and tourism product.

More details on the specific requirements for this tender can be found in part E of this tender document.

Stage two will involve the selection of a short list of agencies who best meet the criteria in stage one. The successful short-listed tenderers will then be provided with a further face-to-face briefing including contract conditions. The briefing will require the agencies to prepare a detailed presentation which will cover specific strategic plans for Tourism Australia based on Brand Australia strategy, how the plan would be executed and the proposed fee structure and costing for global network account.

The Tourism Australia Executive team recommendation for the preferred supplier will be approved by the Board of Tourism Australia.



Conditions of Tender – Part B

1. Preliminary

1.1 Conditions of Tender

The Conditions of Tender describe the terms and conditions governing the conduct of the Tender process. It contains information on:

- lodgement of Tenders;
- the required structure and content of Tenders;
- the evaluation criteria to be used in assessing Tenders; and
- Commonwealth Government policy requirements relevant to Tenders.

1.2 Proposed timetable

An indicative timetable for the conduct of this Tender is described below.

Tourism Australia may amend this timetable at any time.

Activity proposed commencement date: 1 July 2005

Issue of Request for Tender (RFT): Mon 21 Feb 2005

Closing date for tenders: Tue 29 Mar 2005

Shortlist advised: Thurs 31 Mar 2005

Stage 2 Shortlist briefings by Tourism Australia: Mon 4 Apr – Fri 8 Apr 2005

Final presentations by tenderers: Tues 3 May – Fri 6 May 2005

Selection of preferred tenderer: Fri 17 Jun 2005

Notification to unsuccessful tenderers: Fri 17 June 2005

Post tender and contract negotiations: Fri 17 June – Thur 30 June 2005

Execution of contract, public announcement and commencement of services:
Fri 1 July 2005



1.3 Confidentiality

The information contained in this RFT is strictly confidential. Tenderers may only use this RFT for the purposes of preparing a response. Tenderers are not allowed to discuss this tender with anyone outside their organisation, including media organisations, unless required to do so to fulfil this RFT.

Tenderers will be required to sign a confidentiality undertaking before receiving any confidential information as part of this tender process or if successful in being awarded the contract.

Please ensure the attached confidentiality form is signed. Any tender received without this form will be considered to be incomplete, and will not be accepted.


1.4 Further information

All questions arising during the preparation of a Tender, or requests for clarification or further information must be made in writing or emailed to:

Sally Mynett
Tourism Australia
Ph +61 2 9361 1357
Fax +61 2 9361 1857
Email smynett@tourism.australia.com

Please note no verbal communication will be entered into with any Tourism Australia employee during the tender process, and all communication must be undertaken in writing with the above contact.

Tourism Australia will provide the answer to any query from a Tenderer to all other Tenderers without disclosing the source of the query.



2. Tender Lodgement

2.1 Lodgement address

Responses must be lodged by post or hand delivered to:

Global Media Agency Services Tender
c/o Sally Mynett
Tourism Australia
Tender Box
Reception Area
Darling Park Tower 2, Level 18
201 Sussex Street
NSW 2000
Australia

Oral, facsimile or e-mail responses will not be accepted.

2.2 Closing time

The deadline for lodgement of Tenders is 5:00pm Eastern Daylight Saving Time on Tues 29 March 2005.

2.3 Late tenders

Tenders received after the closing time in 2.2 will not be considered by Tourism Australia.

2.4 Copies of tenders

2.4.1 The original and three (3) copies of the main submission document are to be lodged in single-sided A4 loose leaf format. Supporting materials are permitted, with a preference for these to be supplied in electronic version on CD Rom. The original must be clearly marked as the original and the copies marked as a copy with a copy number.

2.4.2 In the event of any discrepancy between any copy and the original, the original takes precedence.

2.5 Corrections and additions

If a Tenderer becomes aware of an error or omission in its Tender and wishes to lodge a correction or additional information, the material must be lodged with Tourism Australia in writing at the Lodgement Address, before the Closing Time.

2.6 Tender validity period

A Tender must remain open for acceptance for at least three (3) months from the Closing Time.



2.7 Ownership of tenders

2.7.1 All Tenders become the property of Tourism Australia once lodged. Tourism Australia may copy, amend, disclose or otherwise deal with a Tender for the purpose of:

- evaluating Tenders;
- conducting subsequent negotiations with the Tenderer; and
- any other matter incidental or necessary for the above purposes.

2.7.2 Tourism Australia may make copies of the Tender as required for the purposes in clause 2.7.1.

2.7.3 Notwithstanding clause 2.7.1, ownership of any intellectual property in the information contained in a Tender remains unchanged.



3. Tender Preparation

3.1 Format and content of tenders

3.1.1 Part E (Tender Response Schedule) sets out the information to be provided in the Tender and the preferred format. Tenderers must provide sufficiently detailed information on any matters identified in Part E as mandatory requirements.

3.1.3 Tenderers must also complete and submit, as part of their Tender, the Declaration by Tenderer in the format shown at Part E (Tenderer Declaration).

3.2 Prices

Unless otherwise specified, any prices are to be expressed in Australian dollars and must be exclusive of goods and services tax.

3.3 Briefing session

A briefing will be held at Tourism Australia offices in Sussex Street, Sydney for each short-listed Tenderer in phase 2 during the period of Mon 4 Apr – Thurs 7 Apr 2005.

Short-listed Tenderers will be invited by Thurs 31 Mar to attend the briefing. Tenderers should register their acceptance with Sally Mynett at Tourism Australia by Close of Business on Thur 31 Mar via email Smynett@tourism.australia.com.

3.4 Part offers, alternative offers and joint offers

3.4.1 Offers for part of the Services will not be considered by Tourism Australia.


3.4.2 In addition to lodging a Tender that complies with the Statement of Tourism Australia's Requirement (Part C), Tenderers may lodge a proposal with an alternative approach or solution. Any alternative approach or solution must be clearly labelled 'supplementary material' and will be considered at the sole discretion of Tourism Australia.

3.4.3 A joint Tender from two or more Tenderers will not be considered by Tourism Australia, unless detailed in the Statement of Tourism Australia's Requirements (Part C). Subcontractor arrangements are agreeable but must be made explicit in submissions.

3.4.4 A consortium may submit a tender on the basis that one of the consortium will be named as the lead Tenderer and will take full responsibility under the contract if successful.

3.5 Draft contract

3.5.1 The terms and conditions on which Tourism Australia intends to do business with the successful Tenderer are set out in Part D (Draft Contract). If any Tenderer wishes to propose a change to these terms, this must be specified in the Tender in the format detailed in Form 3 of Part E of this request for tender package. Unless you expressly



state otherwise, you are taken to agree or comply with the Terms and Conditions outlined in this contract.

3.5.2 Your final tender submission will be attached to this contract and form part of the obligations in the performance of the contract.

3.6 Tenderer costs

All expenses and costs incurred by a Tenderer in connection with this RFT, including preparing and lodging a Tender, providing Tourism Australia with further information and participating in any subsequent negotiations, are the responsibility of the Tenderer.

3.7 Conflict of interest

3.7.1 Tenderers must include in their Tender details any known circumstances that may give rise to an actual or potential conflict of interest with Tourism Australia in responding to this Tender or in the provision of the requirement.

3.7.2 This is to include the detailing of any known relationships, outside of normal business ones, the Tenderer and their staff or associates, including any subcontractors being proposed as part of the Tender, may have with any employees of Tourism Australia including the Board.

3.8 False or misleading claims

3.8.1 If a Tenderer is found to have made false or misleading claims or statements or obtains improper assistance, or confidential information, Tourism Australia reserves the right to reject at any time any Tender lodged by or on behalf of the Tenderer.

3.8.2 Each tenderer and its officers, employees, agents and advisers must not engage in any collusive Tendering, anti competitive conduct or other similar conduct with any other Tenderer or any other person in relation to the preparation or lodgement of Tenders.

3.9 Competitive neutrality

3.9.1. Competitive neutrality requires that Government businesses should not enjoy net competitive advantages over their private sector competitors by virtue of public sector ownership.

3.9.2 Tenderers from the public sector must demonstrate in the pricing of their Tender that the requirements of competitive neutrality have been met, including payment of relevant taxes and charges, rates of return and cost of funds.

3.10 Gifts

TA staff and management, contractors or consultants cannot accept gifts, gratuities, hospitality from any tenderer.



3.11 Contact details

Tenderers must nominate in their Tender a person to answer requests by Tourism Australia for further information or to provide clarification. The name, title, street and electronic address, telephone and facsimile numbers of that person must be set out in the Tender.



4. Assessment of Tenders

4.1 Assessment objective

4.1.1 Tenders will be assessed to identify the offer that Tourism Australia considers represents the overall best value for money in meeting Tourism Australia's requirements. Value for money is the final outcome of a qualitative and quantitative assessment to achieve the most effective, efficient and economic outcome.

4.1.2 For this purpose, each Tender will be assessed to determine each Tenderer's relative ability to satisfy the overall requirement, while achieving a high standard of performance at a competitive cost and at an acceptable risk.

4.1.3 In determining 'best value for money', Tourism Australia will assess the quality of the services being offered including the capability and capacity of the Tenderer as addressed in the evaluation criteria.

4.2 Evaluation process

4.2.1 Tourism Australia proposes to establish an evaluation committee to oversee and manage the evaluation process.

4.2.2 Tourism Australia may make available to advisers and third parties a copy of any Tender for the purposes of evaluation.

4.2.3 The evaluation committee proposes to use the following evaluation methodology:


- each Tender will be examined and scored against the same evaluation criteria as identified in Part E;
- each Tender will be reviewed for completeness. Any Tender not providing sufficient information against mandatory requirements may be excluded from further consideration;
- any Tender not able to satisfy the mandatory requirements will be excluded from further consideration;
- the evaluation committee will make a recommendation to Tourism Australia senior management concerning the preferred Tenderer or Tenderers.

4.2.4 All final selection decisions will be made by Tourism Australia senior management based on the evaluation committee's recommendations.

4.3 Evaluation criteria

4.3.1 Tourism Australia intends to assess Tenders against the following evaluation criteria. These criteria are not exhaustive, nor in any order of importance:

- Demonstrated understanding of the Tender Brief & ability to meet Tender specifications/draft contract- specifically ability and capacity to produce,



manage and implement the development and management of a global media strategy for Tourism Australia.

- Proven capacity to work collaboratively and in consultation with a range of government and non-government stakeholders;
- Process for ensuring transparency, accountability and evaluation of the program;
- Evidence of organisation and financial stability;
- Three business referees; and
- Account management structure including the calibre and credentials of staff that would be working on the project.

4.3.2 Tourism Australia may conduct a probity inquiry to ascertain, in relation to each Tenderer:

- financial viability;
- corporate history; and
- significant litigation (past, present or pending).

4.4 Tenderer presentation

Tourism Australia may request Tenderers to present the key aspects of their Tender and clarify information in a presentation to the evaluation committee.

4.5 Post-tender negotiations

Tourism Australia may select any number of Tenderers with whom it will negotiate with a view to selecting a single preferred Tenderer or select a list of preferred tenders for the goods /services required. During those negotiations, Tourism Australia may seek variations to a Tender, or supplementary information to address any variation to the Statement of Requirement (Part C).

4.6 Acceptance of tenders

4.6.1 Tourism Australia will not necessarily accept any Tender.

4.6.2 All Tenderers will be informed in writing of the outcome of their Tender at the conclusion of the Tender process.

4.6.3 All unsuccessful Tenderers will be offered the opportunity to be debriefed.



5. Commonwealth Policy Requirements

5.1 Freedom of information

5.1.1 Tenderers should note the operation of the Freedom of Information Act 1982 which gives members of the public the right of access to documents in the possession of the Commonwealth and its agencies. This Act extends as far as possible the right of persons to access information in the possession of the Commonwealth and its agencies, limited only by exceptions and exemptions necessary for the protection of the public interest and of the private and business affairs of persons in respect of whom information is collected and held.

5.1.2 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in the Tender process.

5.1.3 Tenderers may indicate which information, if any, contained in their Tender or supplementary material they consider should not be disclosed without their consent.

5.2 Best practice and industry development

5.2.1 Through its procurement, the Commonwealth and its agencies seek to promote the development of Australian Tourism, including small to medium sized enterprises (SME's), by means that are consistent with the achievement of value for money objectives.

5.2.2 Tenderers should describe in their Tender, the strategies, procedures and practices proposed to involve SME's, where practical, in the delivery of the requirement in accordance with the Commonwealth's policy intentions in relation to SME's and industry development.


5.2.3 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in the Tender process.

5.3 Workplace relations

5.3.1 All Tenderers will be required to comply with the relevant provisions of applicable legislative requirements, awards and workplace arrangements including:

- workplace/industrial relations legislation;
- occupational health and safety legislation;
- workers compensation legislation;
- affirmative action legislation; and
- Disability Discrimination

5.3.2 Tenderers must state in their Tender if they are currently named as not complying with the Equal Employment Opportunity for Women in the Workplace Act 1999. This requirement extends to each subcontractor named in a Tender. Tourism Australia will



not consider a Tender where the Tenderer or any subcontractor is named as non-complying under this Act.

5.3.3 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in the Tender process.

5.4 Auditor-General Act 1997

5.4.1 The attention of Tenderers is drawn to the Auditor-General Act 1997 which provides the Auditor-General and any authorised person with a right, at all reasonable time, to access relevant information, documents and records.

5.4.2 Tenderers should obtain their own independent professional advice on the impact of this Act on their participation in this Tender process.

5.5 Privacy

5.5.1 Tenderers and their subcontractors will be required to comply with the relevant provisions of the Privacy Act 1988. Tourism Australia, as a Commonwealth Agency must adhere to the Information Privacy Principles (IPPS) while commercial companies must abide by the National Privacy Principles (NPPS).

5.5.2 Tenderers in their proposal should state whether they abide by the NPPS, the steps they will initiate when engaging sub-contractors (if applicable) and an understanding the Commonwealth IPPS.



6. General

6.1 Acknowledgment and disclaimer

6.1.1 Tourism Australia, its officers, employees, advisers and agents, make no express or implied representation or warranty as to the currency, reliability or completeness of the information contained in this RFT; and to the extent permitted by law, expressly disclaim all liability arising from information contained in or omitted from this RFT or otherwise provided to a Tenderer.

6.1.2 It is the responsibility of Tenderers to obtain all information necessary or convenient for the preparation of their Tenders. In submitting a Tender, each Tenderer acknowledges that it has not relied on any express or implied statement, representation or warranty as to the truth, accuracy or completeness of the information contained in this RFT, or otherwise provided to a Tenderer by Tourism Australia or on Tourism Australia's behalf.

6.1.3 Nothing in this RFT should be construed to give rise to any contractual obligations or rights, express or implied by the issue of this RFT or the submission of a bid in response to it. No contract will be created until a formal written contract is executed between Tourism Australia and a Tenderer.

6.2 Tourism Australia's rights

6.2.1 Tourism Australia reserves the right, in its absolute discretion, at any time, to cease to proceed with or alter the process (including the proposed timetable) outlined in these Conditions of Tender; to suspend or vary the structure or timing of the process or any part of it; to accept any Tender; to reject any or all Tenders regardless of compliance or non-compliance with this RFT;

- to require clarification of a Tender or seek additional information;
- to set or reset priorities and weighting for evaluation criteria, or to vary those priorities or weightings;
- to negotiate or not negotiate with one or more tenderers;
- to discontinue negotiations at any time;
- to allow, or not to allow, the successful Tenderer to enter into the proposed contract in the name of a different legal entity from that which provided a response to this RFT;
- to enter into a contract outside this process;
- to accept a Tender for a different requirement than as set out in this RFT;
- to select and negotiate with more than one Tenderer; and
- to cancel, add to or amend the information requirements, terms, procedures or processes set out in this RFT.

Statement of Requirements – Part C

Indicative responsibilities for the successful global media agency network

The items listed in Part C are in no way meant as an exhaustive list of the various parties responsibilities. During the life of the contract these items can and will be varied as required.

Tourism Australia responsibility	Tenderers responsibility	
1. Media Strategy	Australia	Regions
Briefing & documentation on Brand Australia strategy including: - business objectives - target audience definition - brand positioning documentation	Setting of global media strategy for brand activity and tactical applications, and aggregation of global media plan.	Local planning based on market insight. Input into global media strategy and plans

Tourism Australia responsibility	Tenderers responsibility	
2. Media buying	Australia	Regions
Approval on all media plans which meet brief including target audience definition, reach, frequency objectives etc. Feedback provided clearly and on time to meet delivery	Oversee implementation of global media plans and securing/negotiating/placement of global or cross-market media opportunities.	Placement and negotiation on specific local media. Booking and traffic responsibilities.

Tourism Australia responsibility	Tenderers responsibility	
3. Campaign Management	Australia	Regions
Performance measurement criteria provided and reporting structure agreed. Setting structure of invoicing and payments.	Provide overview of performance of plan, tracking of costs and budgets. Reporting on global media deals where applicable.	Reporting on individual market performance



Draft Contract – Part D

A draft contract will be provided to the short listed tenderers in stage two of the process.

Tender Response Schedule – Part E

A. Response to Statement of Requirements

So that Tourism Australia receives consistent responses please submit applications in hard copy format using the identified selection criteria as headings.

The Cover Sheet

Cover sheets to your Tender application should identify the head office and interstate/overseas office locations, address and website in addition to a key agency contact name, professional title and full contact details for communications related to the Tender submission.

The statement of requirements

To guide your responses to the selection criteria responses Tourism Australia has developed a framework below for submissions with some possible discussion points to cover in each of the selection criteria.

1. Demonstrated understanding of required services and proven ability to meet tender specifications:

1.1 Established, global media agency network covering Australia and key overseas markets

- 1.1.1 Full-service media agency capabilities **in Australia** need to be demonstrated. Key areas of evidence required are:
- length of establishment of company and brief history
 - CV / background of key agency personnel, outlining specific details of only those individuals who would be actively involved in the delivery of the Tourism Australia account
 - list of current clients (clients for whom there is a current working relationship, and where there has been significant work delivered in the last 12 months), including both Australia-based and international global clients
 - evidence of proven experience in managing buying for campaigns in all mediums, including television, cinema, print, large scale outdoor online and other promotional activities
- 1.1.2 Evidence of network of full-service (planning and buying) media agencies located in TA regional centres of London (Europe), Los Angeles (N America), Hong Kong (N Asia), Tokyo (Japan), and Auckland (NZ). Please provide details of:
- length of establishment of company and brief history
 - CV / background of key agency personnel, outlining specific details of only

those individuals who would be actively involved in the delivery of the Tourism Australia account

- list of current clients (clients for whom there is a current working relationship, and where there has been significant work delivered in the last 12 months), including both region-specific and international global clients
- evidence of proven experience in managing planning and buying for campaigns in all mediums, including television, cinema, print, large scale outdoor, online and other promotional activities

1.1.3 Ability to buy plan and buy media in markets of Germany, France, Italy, Singapore, China, Korea, India, Malaysia and Canada. Please provide details of how this activity would be managed and coordinated.

1.2 Excellence in media strategy and buying

1.2.1 Demonstrate excellence in media strategy and planning in all key regions. Only provide examples which the individuals proposed for the Tourism Australia account have worked on directly, and clearly indicate those responsible. Excellence will be demonstrated through clear and simple strategic thinking, linked to marketing objectives and target audience insight. Innovative, media-neutral solutions will have been delivered. Please outline any industry awards received, especially those which provide recognition by client-side industry sectors.

1.2.2 Demonstrate proven value for money delivered for clients in the area of media rates in the key markets outlined within the tender. Please provide independent evidence where available of the proven capabilities of the buying ability of the agency network and individual agency locations.

1.3 Experience of managing global brands within the network

1.3.1 Evidence must be provided of at least two recent (last 2 years) clients which the agency network or group manages on a global basis, and which both the Australian and regional offices must work on and especially please indicate if any clients are managed through a lead agency in Australia. Please provide details on:

- agency approach to management of leading global brands in terms of broad principles, including network reporting structures, financial arrangements (eg profit centres) and how these impact on global client management
- practical demonstration of how specific client brands are managed including media strategy, planning, buying (including any global media buying) client account management processes, approach to reporting, project management and performance measurement. Provide details of where lead agency is located, and how relationship and process works with both network agencies and client

- provide specific campaign examples for these global clients, and explain how global and local plans have been developed.

1.3.2 Provide at least two references of global clients for Tourism Australia to contact.

1.4 Tourism Experience

1.4.1 Provide evidence of significant National Tourist Board (or State/regional equivalent) tourism marketing experience in the last two years. At a minimum, one example must be provided for the Australian agency, and one for the key regional offices. For this work, please provide details of the individuals responsible, and confirmation that they would be part of the Tourism Australia account.

1.4.2 Provide evidence of any work completed for an international airline in the last two years by the Australian and/or regional offices. Again, please provide details of the individuals responsible, and confirmation they would be part of the Tourism Australia account.

1.4.3 Provide evidence of at least one recent tourism product⁵ client for both Australia AND regional offices.

1.4.4 In addition to the above examples, you must provide details of any other tourist board, airline or tourism product clients that are current contracted clients of the agency network or group.


B. Proven capacity to work collaboratively and in consultation with a range of government and non-government stakeholders:

- Experience working with Government and non government Agencies;
- Demonstrated understanding of the principals of consultation;
- Examples of recent complex consultative projects and solutions

C. Process for ensuring transparency, accountability and evaluations of the:

- Tenderer's Corporate Governance;

⁵ Tourism product is defined as experience or service provided within the tourism sector (eg hotel, amusement park, other transport etc)

- 
- Quality and evaluation procedures;
 - Account report structure and process;
 - Understanding and compliance methodology of Government transparency, equity, ethicality and probity requirements; and
 - Professional affiliations.

D. Evidence of organisation and financial stability:

- Length of Incorporation of business ownership;
- Annual turnover and number of current accounts;
- Statement of financial credibility from Chief Financial Officer or equivalent;
- Changes to staff numbers over last 24 months; and
- Accounts won or lost over the past 2 years.

E. Three business referees:

- Names and contact details of three business referees

F. General Comments

- Your organisation's vision in terms of involvement with the development of Brand Australia on a global basis.
- What your organisation like to achieve over the life of the contract; and
- Clarify three to five unique attributes of your agency that would make your company different from other bidders.

2. Tenderer's Profile

The full name of the Tenderer	
Name of officer responsible for the Tender and relevant contact details	
Any trading or business name	
If a company, the registered office and principle place of business	
The date and place of incorporation	
If an Australian company, its ACN. Equivalent number if a non Australian registered Company where applicable	
Number of employed staff and operating locations	
Details of quality system standard certification where such are held (if certification is being sought, detail progress towards certification relative to the services required)	
Other measures that would ensure that a quality system would be in place to satisfy the requirements of the services required	

3. Declaration of Tenderer

(This should be sent on your company letterhead)

[] ABN [] (if any) tenders its offer to provide the [Services/Supplies] solicited by the RFT at the prices tendered and, subject to the Statement of Compliance, the draft Contract. This offer remains open for acceptance until [], being [] months/weeks from the Tender closing time.

We acknowledge the following:

- We have examined the RFT
- The RFT has specified Tourism Australia’s rights in respect of the RFT and the Tenderer agrees that Tourism Australia may exercise its rights as set out.

Registered office or other	
Address of tenderer	
Postal address	
Telephone numbers	
Facsimile numbers	

Signature of Respondent or person authorised to make Tender on behalf of the Respondent. (Note: if made on behalf of Respondent, details of the official position held should be included i.e.(Director, Manager etc.)

Signature: date of signature	
Name (block letters)	
Position held	
Signature of witness	
Address of witness	
Name (block letters)	

Company executive nominated to receive correspondence/enquiries.

Name: (block letters)	
Phone	
Facsimile	



Australian Government



Tourism Australia

Request for Tender

Global Media Services for Tourism Australia

Tourism Australia (TA) invites suitably qualified companies to submit a proposal for the provision of global media planning and buying services.

TA requires a supplier for the provision of global media services in all the regions where marketing is undertaken. The regions to be covered are Australia, UK and Europe, North America, New Zealand, North Asia, South Asia and Japan. The objective is to select an agency network or grouping that can assist Tourism Australia to meet its global marketing goals through providing excellent media-neutral strategic planning skills, and strong buying and placement servicing in all markets. The ability to operate an overall strategic planning role in Australia is a mandatory requirement, along with proven media capabilities in all of the regions.

Specific details are set out in the RFT documentation which can be obtained from Sally Mynett by email at smynett@tourism.australia.com or by phone on (02) 9361 1357. For questions related specifically to the project please contact Tourism Australia by email to the above contact.

Proposals are to be lodged in accordance with the RFT documentation by 5pm on **Tuesday, 29 March 2005** and addressed as follows:

**Global Media Services Tender
Tourism Australia
Tender Box
Level 18 Reception Area
Tower 2 Darling Park
201 Sussex Street SYDNEY NSW 2000
www.tourism.australia.com**

hama0225909

URGENT PROOF

Please read & check all information is correct

hma Blaze

Telephone 02 6280 3800
Facsimile 02 6280 3880

CLIENT: DITR
COORDINATOR: Steve
BOOKING DEADLINE: 15-2-05
MATERIAL DEADLINE: 16-2-05

PUBLICATION: Fin Rev
SIZE: 13x3 110mm
INSERTION: 25-2-05
CLASSIFICATION: Tenders
SORT: -

JOB NUMBER C025909

PUBLICATION: Australian
SIZE: 13x3 110mm
INSERTION: 24-2-05
CLASSIFICATION: Tenders
SORT: -

JOB NUMBER C025909

PROOF NUMBER: 2

SPELL CHECKED BY: GM
SIZE CHECKED BY: GM

**Please advise us of approval ASAP.
The final responsibility for the accuracy
of your advertisement rests with you,
our valued client.**

OK TO GO: Date: _____ Time: _____

Signed: _____

*This proof serves as your media
booking confirmation.*

**Please Note: Without final approval,
this advertisement will not be
submitted to the media**



Australian Government



Tourism Australia

Request for Tender

Global Advertising Creative Services for Tourism Australia

Tourism Australia (TA) invites suitably qualified companies to submit a proposal for the provision of global advertising creative services.

TA requires a supplier for the provision of global creative advertising services in all the regions where marketing is undertaken. The regions to be covered are Australia, UK and Europe, North America, New Zealand, North Asia, South Asia and Japan. The objective is to select an agency network or grouping that can assist Tourism Australia to meet its global marketing goals through providing excellent advertising creative solutions and cost-effective and efficient global account servicing. The ability to operate an established lead-agency role in Australia is a mandatory requirement, along with strong presence in each of the key regions.

Specific details are set out in the RFT documentation which can be obtained from Sally Mynett by email at smynett@tourism.australia.com or by phone on (02) 9361 1357. For questions related specifically to the project please contact Tourism Australia by email to the above contact.

Proposals are to be lodged in accordance with the RFT documentation by 5pm on **Tuesday, 29 March 2005** and addressed as follows:

Global Advertising Creative Services Tender
Tourism Australia
Tender Box
Level 18 Reception Area
Tower 2 Darling Park
201 Sussex Street SYDNEY NSW 2000

www.tourism.australia.com

hms/C020211

URGENT PROOF

Please read & check all information is correct

hma Blaze

Telephone 02 6280 3800
Facsimile 02 6280 3880

CLIENT: DITR
COORDINATOR: Steve
BOOKING DEADLINE: 15-2-05
MATERIAL DEADLINE: 16-2-05

PUBLICATION: Fin Rev
SIZE: 13x3 110mm
INSERTION: 25-2-05
CLASSIFICATION: Tenders
SORT: -

JOB NUMBER C025911

PUBLICATION: Australian
SIZE: 13x3 110mm
INSERTION: 24-2-05
CLASSIFICATION: Tenders
SORT: -

JOB NUMBER C025911

PROOF NUMBER: 2

SPELL CHECKED BY: GM
SIZE CHECKED BY: GM

Please advise us of approval ASAP.
The final responsibility for the accuracy of your advertisement rests with you, our valued client.

OK TO GO: Date: _____ Time: _____

Signed: _____

This proof serves as your media booking confirmation.

Please Note: Without final approval, this advertisement will not be submitted to the media