

TERMS OF REFERENCE: CONTRACTING OF FIRM TO RE-BRAND CABO VERDE TOURISM

BACKGROUND

In April 2022, the Government of Cape Verde approved, in the Council of Ministers, a Tourism Operational Program (POT) to be implemented from 2022-26. As a transversal program, it reflects a vision of a more sustainable, inclusive and resilient development model, based on the diversification and leveraging of segments with high potential for tourist demand.

The POT is based on specific Tourism Master Plans for each island, which provide an inventory of assets and recommendations to leverage the tourist potential of each island. The POT gives priority to new segments of demand, such as nature-based tourism on the mountain islands of Santo Antão, Santiago, São Nicolau and Fogo, as well as cultural and economic activities on the islands of São Vicente and Santiago.

In addition to the POT and Tourism Master Plans, the Ministry of Tourism and Transport (MTT), through the Instituto do Turismo de Cabo Verde (ITCV), approved in the second half of 2021 a Strategic Marketing Plan for Cabo Verde Tourism. The plan recommends an integrated set of initiatives that should be carried out in order to make the Cabo Verde destination more attractive and better known internationally. It prioritizes higher yielding market segments and the use of digital promotional tools to target them.

In relation to branding, the marketing plan highlighted some of the shortcomings of Cabo Verde's current brand. One was that it does not effectively differentiate Cabo Verde's tourism product from that of competitors. Second, it does not make a strong emotional appeal. Additionally, it does not align particularly well with the new strategy, which calls for an emphasis on market segment diversification. As such, the marketing plan recommends a re-brand for Cabo Verde tourism.

For further context, Cabo Verde's last full re-brand was conducted in 2010 using the slogan of "One Country . . . Ten Destinations" (see image below). The ten destinations refer to the country's ten islands. Sub-brands were also developed for each of the islands. They were grouped into three types of islands: "Ilhas do Sol" (Islands of Sun), "Ilhas da Essencia" (Islands of Essence), and "Ilhas dos Sentidos" (Islands of the Senses) to reflect their different products and markets.



In 2016, after a political change, the slogan was replaced and the design of the logo was partially altered. The new slogan was “Cabo Verde is Something Else!” (see image below). Yet the changes were not underpinned by new brand architecture. The brand was not consolidated and has had very limited market penetration.



The new brand, which will be developed through this consultancy, should reflect the research and guidance provided by the Tourism Strategic Marketing Plan. Also, instead of developing sub-brands for each of the islands, it should focus on sub-brands based on products/market segments. There will need to be a consensus on which to select. However, based on a prioritization matrix within the marketing plan, they would likely include: Nature & Rural, Sun & Sea, Adventure, Culture, and Aquatic & Nautical.

The implementation of the marketing plan—including the re-branding—is the responsibility of ITCV, a relatively new tourism board that is in the institutional consolidation phase. ITCV has received support from the World Bank through the Competitiveness for Tourism Development (CTD) from November 2016

until June 2022. Support has included the development of the marketing plan and several capacity building initiatives. The World Bank will provide additional assistance to ITCV through the recently approved, five-year Resilient Tourism and Blue Economy Development in Cabo Verde (RTBED) Project. Marketing support under the RTBED project will include the re-branding work, as well as contracting marketing representation firms in several strategic source markets.

OBJECTIVE

The objective of the consultancy is the creation of a new brand for Cabo Verde tourism. This should include the logo, name, slogan and visual identity. It should be conducted in a participatory manner so as to ensure keep stakeholder input and buy-in. The new brand will be utilized by the ITCV in all official marketing campaigns and communications.

SCOPE OF WORK

The consulting firm should:

1. Review the current marketing strategy and use it as a diagnostic for the branding principles and orientations.
2. Benchmark at least 3 national tourism brands, with at least 2 coming from Africa, to study graphic approaches (color scheme, icons, slogan) related to their positioning and segmentation.
3. Conduct national-level consultations with relevant members of the public sector and private sector to gather recommendations and suggestions for the creation of the new brand.
4. On the basis of this work, develop a proposal with 6 visual concepts, including 3 graphic logo proposals (with slogan) with a justification note on the choice of colors, forms, and messaging. The logo should reflect the identity and values of Cabo Verde. It must be specific and differentiated from tourism logos that already exist. Both English and Portuguese versions of the slogan should be presented—it must be able to resonate in both languages. The possibility of also having a French-language version of the slogan can be explored. The sub-brands will not necessarily require additional/modified logos and slogans. However, ideas about sub-brand utilization, messaging, iconography, and imagery should be included within the overall brand concept.
5. Based on stakeholder feedback and recommendations, refine the proposed branding concept and re-present. The deliverables may require multiple revisions. At this stage consultant must propose 3 creative directions and their visual supports, including for each: the visual logo, the proposed name, and the proposed slogan.

6. Once validated, create the visual identity of the chosen logo and the graphic design package according to the media type (newsletter, website, display shows, banners, PowerPoints, reports, etc.).
7. Develop a brand manual for stakeholder use of the brand. It will guide users through the brand philosophy and the usage of brand elements, including the logo, colors, typography, photography style, and more.

Consulting Firm and Experts - Requirements

A. Firm Profile:

- Minimum 7 years' experience in branding of international tourism destinations, having undertaken at least 3 rebranding exercises during that period;
- Experience in participatory processes and consultations ;
- Experience working in developing world destinations;
- Experience in Africa and knowledge of Cabo Verde in particular are considered advantageous;
- At least one member of the team must be able to effectively communicate in Portuguese (Spanish speakers will also be considered as acceptable).

B. Team Composition :

The team should at least contain 3 key experts, with qualifications as follows:

1) Team Leader

- At least 10 years of experience in tourism destination marketing
- Experience with at least three tourism brand development projects
- Experience in developing world destinations is advantageous

2) Brand Specialist

- At least 10 years of experience in brand development
- Experience developing at least three tourism brands and accompanying brand manuals
- Experience in developing world destinations is advantageous

3) Graphic Designer

- At least 5 years of experience designing logos
- Experience with at least three tourism projects (private or institutional).

DELIVERABLES

1. **Development of 6 visual concepts, including 3 graphic logo proposals** (with slogan). Based on feedback, the consultant must then propose 3 refined creative concepts and their visual supports, including for each:

- The visual logo
- The proposed name
- The proposed slogan
- Justification note on the choice of colors, shapes, and messaging

This deliverable should also include **findings from the international brand benchmarking study**.

2. The draft visual identify of the chosen logo and the **graphic design package** according to the media type: newsletter, website, display shows, banners, powerpoints, reports, etc). This should include:

- The visual logo and its variations
- The selected name
- The selected slogan
- The elements of typography & color schemes
- Iconography and images
- Templates with technical specifications:
 - a. Brochures, booklet, magazine (portrait and landscape format)
 - b. Powerpoint (cover, inside, dividers, schemas)
 - c. Promotional material (posters, invitations, email signature, etc.)
 - d. Digital declination (examples for internal site, apps, banner for social networks such as Facebook and Twitter, etc)
 - e. Advertising
 - f. Supports for events (stands, banners, totems, etc).

3. Draft **brand manual** to guide users through the brand philosophy and usage of brand elements, including the logo, colors, typography, photography style, etc.

4. **Finalization of deliverables 2 and 3** after review and agreement on the final product.

All deliverables should be in Portuguese.

Each graphic element (templates, visuals, etc.) must be made available to the client in a usable format: typography, images, jpeg, eps, png, etc., word, indesign, etc.

All graphics and promotional materials produced will be the property of the Government of Cape Verde, represented here by ITCV, and will also be submitted in their original digital versions in the file formats

required for their future editing and use.

REPORTING, TIMEFRAME and PAYMENT

Due to the time-sensitive nature of the work, the execution of the mission should take no longer than 16 weeks.

Reporting/Product	Minimum Content	Delivery timeframe	Payment (%)
P1 – Inception Report	Presentation of the work plan with detailed tasks.	1 week after contract signature	10% with approval of P1
P2- Development of 6 visual concepts	Including 3 graphic logo proposals (with slogan) and findings from the international brand benchmarking study.	6 weeks after contract signature	20% with approval of P2
P3- The graphic design package	Including the visual logo and its variations	10 weeks after contract signature	20% with approval of P3
P4 – Brand manual	Including the logo, colors, typography, photography style, etc.	14 weeks after contract signature	20% with approval of P4
P5 – Final Report, with deliverables 2 and 3 finalized	After review and agreement on the final product	16 weeks after contract signature	30% with approval of P5

COMMUNICATIONS

During the execution of the consulting service, the firm interacts directly with ITCV, entity responsible to monitor the assignment and to validate the products/deliverables.

Issues related to the administrative and financial part of the contract are managed by the Special Projects Management Unit (UGPE) which is the entity with competencies for such, defined by the Government with the World Bank.

OTHER RELEVANT CONDITIONS

The Consulting firm must ensure workspaces, equipment and all the necessary logistics for the full performance of the consultancy object of this TOR.

CONTRACT TYPE

A lump-sum form of Contract shall be signed. Payments of remuneration are linked to approval of deliverables, and the payment of reimbursable expenses are made upon presentation of receipts of expenses incurred at real cost