



STRATEGIC MARKETING AND OPERATIONAL PLAN FOR CROATIAN TOURISM FOR THE PERIOD 2021-2025

- Tender Documentation - 12/2020 -

CROATIAN NATIONAL TOURIST BOARD

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1. INTRODUCTION – SUBJECT MATTER OF THE PROCUREMENT

The Croatian National Tourist Board (CNTB), Zagreb, Iblerov trg 10/4, shall be conducting a procurement procedure for the conclusion of a procurement contract with relevant consulting companies, for the purpose of providing the service of preparing the **Strategic Marketing and Operational Plan for Croatian Tourism for the Period 2021-2025 (SMOPCT)**.

2. GENERAL INFORMATION ON THE CONTRACTING ENTITY

Croatian National Tourist Board

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Fax: 01 4557 827

Website: www.htz.hr

Email address: info@htz.hr

Company Registration No.: 3943658

PIN (OIB): 72501368180

3. COMMUNICATION WITH THE CONTRACTING ENTITY

Organisational unit or person in charge of communication with Tenderers:

Market Research and Analytics Department

Saša Popovac, Head of Department

natjecaj.smopht@htz.hr

All communication with regard to the subject matter of the procurement and prior to submitting a tender, shall be carried out exclusively in writing, at the indicated email address. The subject field of the email shall read: "SMOPHT 2021-2025" plus a short question title. The email notice shall be deemed delivered at the time of its successful delivery receipt being logged on the server for sending such messages.

At the Tenderer's email request, the CNTB shall resolve all ambiguities and offer additional clarifications for the purpose of collecting tenders of the highest possible quality.

Questions regarding the bidding terms and the clarification shall be deemed timely if they are delivered to the Contracting Entity as outlined herein not later than 5 (five) business days prior to the expiry of the deadline for the submission of tenders. The Contracting Entity shall respond to any timely delivered questions and requested clarifications within 4 (four) business days. If the Contracting Entity fails to respond within the above period, the deadline for the submission of tenders shall be extended accordingly.

The Contracting Entity shall not respond to questions delivered in any different manner or to another email address. Communication, exchange, and storage of information shall be carried out in such a manner as to protect the confidentiality of data in accordance with relevant national regulations.

4. DESCRIPTION OF THE SUBJECT MATTER OF THE PROCUREMENT/CONTRACTOR'S WORK TASK

4.1. Initial framework

During the last decade, Croatian tourism was experiencing a period of stable and continuous growth of the volume of traffic and income from tourism, and, generally, it showed better indicators than the European average/South European average/Mediterranean average (according to the UNWTO regional breakdown), resulting from an increase in accommodation capacities, quality, and tourist offer diversity, as well as successful promotion.

This growth stopped in 2020, during the global crisis caused by the COVID-19 pandemic, which resulted in a dramatic drop of international tourist traffic (in all world regions), and serious consequences for business operations of all stakeholders in the tourism sector. Currently, mid-term and long-term consequences which the pandemic will cause in the domain of tourism, globally, as well as in Croatia, are still a topic processed by various projection models. However, notwithstanding the source and projected drop rates (and the consequential recovery), it is generally considered that global tourism is facing a period of unprecedented loss (2020), followed by a long period of recovery which does not promise a return to pre-pandemic levels of tourist traffic until 2023.

Naturally, the projections in question are speculative, and the crisis-recovery dynamic will most certainly be determined by the health situation (further spreading or successful control of the pandemic, wider application of the COVID-19 vaccine, etc.), and the dynamics of revoking/relaxing safety measures currently in force in most of the countries around the world. In 2021, domestic tourism is expected to be reactivated first, albeit not completely, then the road based tourism traffic between geographically relatively close destinations, and only then the air based tourism traffic (which will be less available with regard to the number of flights, with the expected higher prices), and lastly the long-haul segment. Apart from the domestic tourism, a faster "return" is expected for the business travel segment, albeit in significantly smaller volume compared to the period before the crisis but only for necessary travel and without the MICE segment.

The future of Croatian tourism sector in the period of the following 4-5 years will be defined by the situation during the last "standard", and also record-breaking tourist season of 2019, as well as all changes brought about by the current pandemic, and then the post-pandemic situation, i.e. the establishment of tourism trends within the new framework.

By referring to the 2019 season, it is clear that at the peak of the "pre-pandemic" period, Croatia reached the level of 108.6 million of tourist overnight stays and 20.7 million of tourist arrivals (of which 13.1 million of overnight stays and 515 thousand of arrivals refer to non-commercial accommodation capacities), relying on supply/demand from 10-15 key European markets, which have generated more than 80% of overall annual tourism performance. Most of the key markets recorded a rise in tourist traffic in 2019, but it can be observed that some significant markets stagnated or declined, which is in some cases also a long-term trend that can, on the one hand, result from the intensification of competition between tourist destinations which are, apart from using pricing policies, trying to retain/increase their market shares by significant investments in marketing, innovation and differentiation with regard to their competitors, but also from the fact that, in view of the tourist product or the communication aspect, Croatia is not managing to completely assert its desired demand segments (or attract new ones). On the other hand, Croatia's stronger marketing investments in certain distant markets have resulted in the increased demand and a strong growth of the long-haul segment, which also resulted in the fact that "overseas" guests are increasingly becoming a significant

contributing factor for the performance of some Croatian destinations, especially during the pre- and post-season.

One of the key open issues for Croatian tourism, notwithstanding the pandemic crisis, continues to be the challenge of reaching a more balanced seasonal distribution of tourist traffic. Despite the performance of developmental and marketing measures implemented by stakeholders in the sector and significant progress in attracting tourists preferring all-year travel, Croatia is still, performance-wise, highly focused on the peak of summer (July and August), which can especially be seen when compared to its competitors, i.e. average seasonal distribution of tourist traffic in countries of the European Union. Pre- and post-season tourist traffic growth rates have been an indicator of a positive drive and they have substantially outperformed main season growth rates on a yearly basis, thus gradually leading to the desired “seasonal balancing”.

In such circumstances, all segments of the accommodation offer have been relatively successful, but the 2019 season has once again put forward the issues of the developmental concept which, during the past 10-15 years, had in fact been relying on the growth of a single type of accommodation – private accommodation. Tourism within the private accommodation segment, extremely dominant regarding the share in the overall structure of country-wide “tourist beds”, significantly defines market positioning and further development of Croatian tourism. Its strong expansion, especially present during the last decade, has also been followed by a rise in demand and an increase of tourist traffic measured in arrivals and overnight stays, but this growth is primarily focused on peak season (July and August), while, due to the saturation of the supply, the average occupancy also dropped. The fact is that private accommodation generated greater “tourist numbers” with relative success, but it failed to contribute to resolving the pressing problem of the seasonality spike, nor did it, at least for the greater part, generate increase in the per capita tourist spending. Of course, its positive effect within the limits of national tourism economy cannot be overlooked, along with all of its contributions to economic and social welfare of Croatian population involved in business operations in the private accommodation segment. However, when evaluating private accommodation there are also issues of urban planning (overbuilding or spoiling urban outlines of cities/settlements), carrying capacity of tourist destinations (infrastructure, mass tourism), and the appropriateness of further development and strengthening of the “renting” business model. At the same time, positive connotations should accompany qualitative improvements of a portion of private accommodation facilities, which have been recognised on the market and valued through greater demand, better occupancy, etc.

Camping tourism, considering its significant offer volume, is of great importance for the development of Croatian tourism, as well as for reaching the desired tourism results. Even though, in terms of content, camping is primarily focused on summer and more favourable weather conditions, it also offers a solid perspective for growth in the off-peak season travel domain, which is naturally supported by the offered infrastructural improvements (e.g. introducing mobile home capacities in camps) and amenities suitable for attracting various groups of consumers – those who are looking for relaxation and enjoyment, as well as tourists who are dynamic and travel to explore/enjoy available activities at a larger number of destinations within the framework of the same vacation stay.

The nautical sector represents one of the best positioned tourist products Croatia has to offer, with great market recognition. Extremely attractive and indented coast with over a thousand islands, good sailing conditions throughout the greater part of the year, excellent tourist infrastructure and long tradition of nautical tourism are the reasons for the fast development of this segment of Croatian tourist offer, and Croatia is now one of the top inbound destinations for boaters on the European and global level. The growth of this segment is especially dynamic for the nautical charter segment, i.e. a commercial segment which expanded especially strongly during the last decade.

Hotel tourism, even though it has a relatively small share in the overall structure of “tourist beds” (especially when compared to the competition), is crucial for the development of Croatian tourism, as well as for reaching the desired tourism results. The hotel segment is especially relevant with regard to off-peak season tourist traffic, in the context of consumer groups who are looking for amenities outside the “sun and beach” concepts. It is conspicuously relevant for the traffic of tourists who are dynamic and travel to explore/enjoy available activities at a larger number of destinations within the framework of the same vacation trip, which is especially evident in the performance of certain distant markets.

In such circumstances, communication efforts, at least as far as national tourist marketing carried out by the Croatian National Tourist Board since 2014, in accordance with the Strategic Marketing Plan 2014-2020, is concerned, are primarily directed towards the realisation of strategic goals defined in the said document: strengthening of the national tourist brand, strengthening the tourist traffic in the pre- and post-season, increasing the average per capita tourist spending, and the continuous support for the tourism industry.

Strengthening of the national tourist brand has been accomplished primarily by underlining unique sale proposals for the country, values, and amenities, which positively differentiate it from its competitors, and which can represent the motive for visiting Croatian destinations by distancing it from generally asserted attributes in connection with the “sun and sea” and “beautiful countryside”, which have traditionally been the strongest tourist advantage for Croatia. The said differentiation was defined by the communication umbrella concept, built under the slogan “Croatia, full of life” (implemented since 2015), conceived to stimulate awareness of the diversity of offered amenities, which lead to an increased interest in visiting Croatia with tourist segments with a range of specific or “new” markets.

Positive improvements, closely related to specific motives for visiting, in the domain of tourist traffic increase in the off-peak season and the growth of average tourist spending in Croatian destinations have been achieved, *inter alia*, through the CNTB’s implementation of available incentive instruments (primarily applicable in the domain of support for the development of national tourist product), as well as marketing instruments, equally focused on the business and the consumer segment on outbound markets.

Qualitative improvements in the Croatia’s offer, as well as successful marketing penetration to new markets, i.e. acquiring new demand segments on already relatively established markets, have led to certain changes in the structure of the demand, and the said phenomenon is certainly correlated with a larger number of factors, such as the “maturity” phase for each market (and the related potential for further growth), changes in the domain of awareness of the Croatian offer, developmental processes in the domain of transport connectivity to outbound markets (e.g. positive evolution in the segment of air transport), overall stronger national tourist brand, increased affirmation of individual positive elements of the image of Croatia (good “value for money”, safety, hospitality, etc.).

In the coming period, Croatia faces a challenge of recognising all relevant trends in tourist supply and demand, as well as the challenge of applying the marketing model which will position the Croatian brand (its key tourist products, tourist regions/clusters, etc.) and the appropriate offer of value on the level of communication and positively differentiate them from the competition, in the circumstances as determined by the achievements from the 2019 season, by the crisis caused by the COVID-19 pandemic, and by further dynamics of market restructuring in the post-pandemic period.

Note: Detailed information on the CNTB's activities (regulatory framework, work programmes, work reports, etc.) and the analyses of statistic indicators and various aspects of tourist traffic in Croatia can be found on the CNTB's website: <https://www.htz.hr/hr-HR>.

4.2. Functions and strategic objectives of the CNTB activities

The Croatian National Tourist Board, as the national tourism organisation, has the following **statutory functions (Act on Tourist Boards and Promotion of Croatian Tourism – OG No. 52/19 and 42/20)**:

1. Creation, management and strengthening of the tourism brand of the Republic of Croatia
2. Carrying out tourism-related marketing activities at the national level (e.g. online and offline promotion in the country and abroad, organisation of fair participations, workshops and special presentations, organisation of study tours for journalists and representatives of tour organisers, joint promotional activities, etc.)
3. Carrying out strategic marketing projects in order to achieve strategic marketing objectives
4. Adoption of a strategic and operational marketing plan for Croatian tourism
5. Participation in the preparation of a Croatian tourism development strategy
6. Coordination and alignment of activities with regional tourist boards with respect to planning marketing elements
7. Cooperation with regional tourist boards and their key partners with the aim of improving transport accessibility of the Republic of Croatia as a tourist destination
8. Cooperation with key partners and other national tourism organisations and international associations
9. Enhancement of the reputation and position of Croatian tourism at the international tourism market
10. Establishment of a quality management system
11. Establishment of an efficient mechanism of measuring and monitoring the effectiveness of the promotional activities carried out at the level of all tourist boards
12. Carrying out activities in the area of tourism market research
13. Coordination of the development and positioning of tourism products in accordance with the applicable strategic documents for Croatian tourism
14. Organisation of training events and professional conferences with the aim of strengthening the competitiveness and capabilities of the tourist board system and other stakeholders of tourism activities and offer
15. Development and management of the eVisitor system and other tourist information systems and business intelligence systems at the national level, as well as vertical integration of the information systems at all levels of the tourist board system

16. Regular reporting (annual and seasonal) on the achievements in the tourism sector by means of reports, infographics, publications, etc.
17. Establishment, coordination and supervision of representative offices abroad
18. Organisation of the selection of winners and award of the annual Croatian Tourism Awards
19. Issuing a call for applications aimed at events of national interest (“top events”) and carrying out the related procedure pursuant to a decision of the Tourism Council of the Croatian National Tourism Board
20. Implementation of public calls for applications for award of grants for events (of national and regional interest), providing support to regional tourist boards in areas with insufficiently developed tourism and to tourism initiative and tourism product projects in counties/regions with insufficiently developed tourism
21. Participation and partnership in projects financed from European Union funds and other public sources of financing
22. Implementation of measures and activities to develop and promote all selective forms of tourism
23. Performance of other functions prescribed by the Act or other regulations

Common objectives of tourist boards (Act on Tourist Boards and Promotion of Croatian Tourism – OG No. 52/19 and 42/20) are as follows:

1. Development and marketing of destinations by means of coordination of key tourism development activities (planning, development of tourism products in destinations, funding, decision adoption and implementation), in accordance with the documents defining the national tourism development strategy
2. Ensuring a more balanced representation of the specific local/regional interests by strengthening local/regional initiatives and connecting stakeholders at the local/regional level for the purpose of creating internationally competitive tourism products
3. Improving tourist accommodation conditions in destinations and raising awareness of the importance and economic, social and other effects of tourism, as well as of the need and importance of preserving and enhancing all elements of the tourism resource basis of a destination, and particularly of environmental protection and protection of the natural and cultural heritage in accordance with the principles of sustainable development

5. MANDATORY COMPONENTS OF THE STRATEGIC MARKETING AND OPERATIONAL PLAN

Based on the legislative and national/sectoral strategic framework and formal functions/competences of the CNTB, strategic framework which defined the CNTB’s activities in the period from 2014 to 2020 (Strategic Marketing Plan for Croatian Tourism for the Period 2014–2020), results achieved with respect to the plan of achievement of stated objectives, previous achievements of the Croatian tourism sector as a whole, current market conditions and the expected evolution of the market environment (with a special focus on the effect of the crisis caused by the COVID-19 pandemic), the Strategic

Marketing and Operational Plan for Croatian Tourism for the next programming period needs to include the following specific plan elements, divided into four basic units:

1. Analytical basis
2. Strategic framework
3. (Re)defining the Croatian tourism brand and the umbrella communication concept
4. Operational marketing activities and implementation plans

5.1. Analytical basis

This part of the task requires, based on the available external data/sources and internal documentation held by the CNTB (activity reports, market research programmes, statistical/analytical indicators, etc.) creation of analytical background necessary to establish the levels of effectiveness and the degree of implementation of the activities determined by the framework of the previous Plan as well as to establish further market prospects which determine the framework for the development of a new Plan. The aforementioned includes the following elements:

- 5.1.1. An analysis of the previous achievements of Croatian tourism** in the period before the outbreak of the COVID-19 pandemic, with identification of all elements which determined tourism indicators (positively and negatively), determined Croatia's market positioning, as well as the pillars (image and identity elements) of the national tourism brand at the end of 2019. Moreover, it is necessary to conduct an assessment of the effects of the crisis caused by the COVID-19 pandemic on the change in the whole concept of Croatia's positioning in the area of international tourism, which is defined by the previously mentioned elements.
- 5.1.2. Evaluation of the previous marketing activities of the CNTB as compared to the implementation of the Strategic Marketing Plan for Croatian Tourism for the Period 2014–2020**, assessment of their effectiveness and appropriateness in the current market and communications circumstances. Also, it is necessary to evaluate to what extent the previous Strategic Marketing Plan for Croatian Tourism was implemented as well as which activities were implemented fully, partially or not at all.
- 5.1.3. An analysis of market perspectives** within the context of the market position and the current trends with respect to demand and other factors important to further tourism activities in Croatia (short-term, mid-term, long-term).

5.2. Strategic framework

This project task requires defining and establishing strategic marketing guidelines as the foundation for plan implementation, which includes the following activities:

5.2.1. Strategic marketing vision and objectives

Based on the conclusions from the analytical basis, it is necessary to define the strategic marketing vision and objectives so that they reflect the current situation on tourism markets and provide a realistic perspective for the Croatian tourism to successfully step forward in the next period. Considering market volatility and the current crisis circumstances, several different scenarios of market recovery should be considered.

5.2.2. Defining target market segments

Within the context of the recent disruption of the global tourism market and its great effect on the segments and nature of the demand, tourism demand should be redefined, i.e. new segmentation of tourism demand should be done. Based on the perspectives of individual market segments and the portfolios of available tourism products, it is necessary to determine which market segments will be of most interest to Croatia in the next period.

5.2.3. Defining target markets

The methodology of defining target markets is up to the Contractor, provided that the geographical principle is followed, which, with respect to defining target groups, can be applied in various ways, depending on various elements that determine potential demand (and/or the maturity stage of a market), such as purchasing power, transport connections with Croatia, etc.

5.2.4. Defining market positioning

In order to achieve greater market recognisability, especially considering the current challenges on the tourism market, the Contractor should determine how Croatia should position itself on the tourism market. Within the framework of this task, it is necessary to define specific actions necessary to achieve the desired market positioning.

5.2.5. Tourism products and market priorities

Within the framework of this task, it is necessary to take inventory of the tourism products/experiences which at this moment boast market recognisability and a development potential, while taking into account the brand's fundamental values, market conditions (supply and demand), economic circumstances (feasibility). At the same time, product development should be approached outside the box of administrative barriers, i.e. exclusively in the context of creation of the circumstances necessary to achieve a critical mass of market ready offer of specific products/experiences with the help of existing or future product/experience clusters. When defining tourism products, priorities should be defined, taking into account the tourism market conditions and the level of their competitiveness.

5.2.6. Strategy for the CNTB's marketing activities on the domestic and foreign markets

Within the framework of those activities, focus should be on optimisation of marketing investments and the network of the CNTB's representative offices abroad (areas of investment, tools, tactics, budget allocation by activity type, etc.). In order to develop strategic guidelines, it is necessary to provide basic recommendations for analysis of the existing budget structure of the CNTB and the whole organisational structure (per sector functions, including also the network of representative offices).

5.2.7. Defining a strategy of marketing support to tourism development in areas of the Republic of Croatia characterised by undeveloped tourism

Since more than 90% of the total tourism activity in Croatia takes place in the coastal area of the Adriatic Sea, it is clear that the rest of the country remains insufficiently developed from the perspective of tourism activities and development. Further to the active implementation of activities aimed at encouraging the development of areas characterised by undeveloped tourism,

which is primarily within the competence of the Ministry of Tourism and Sport of the Republic of Croatia, it is necessary to define strategic guidelines to support key development measures with the application of marketing models and tactics which will optimally contribute to public and private investments in structural development of the areas in question and their structural revitalisation (infrastructure, tourism products, workforce education and training, etc.). The Contractor should consider the overall situation and define the ways in which this potential can be further developed and positioned on the tourism market, and suggest key targets for marketing investments and priorities, which are aligned with the real situation and future development plans and projects.

5.2.8. Strategic guidelines for achieving synergy between marketing activities of various stakeholders in Croatia's tourism sector

The existing models of destination management should be thoroughly revised in order to determine the strategic guidelines necessary to achieve synergy between marketing activities. It is necessary to define measures aimed at establishing optimum models of coordination and cooperation in the tourism sector in order to achieve strategic and operational objectives at the national, regional and local levels, with a focus on the models of cooperation between the CNTB and county tourist boards.

5.3. (Re)defining the Croatian tourism brand and the umbrella communication concept

The Croatian tourism brand and its sub-brands should be defined according to the established position and strength, as well as destination product brands, taking into account the framework defined by the current branding strategy and the umbrella communication concept.

Moreover, it is necessary to define the relationship between the umbrella national tourism brand and the destination/product (experience) brands to maximise synergic effects, common values, as well as unique properties and determine their role and contribution to the strength/reach of the umbrella tourism brand. This segment of the task includes as follows:

5.3.1. Croatia's identity values

In order to redefine the Croatian national tourism brand, it is necessary to define the elements of the national identity and the various value elements offered by Croatia: (I) beautiful nature, (II) historical heritage, (III) local communities/people, (IV) lifestyle, (V) symbols of national identity.

5.3.2. Croatia's brand identity

The previously defined identity values should be the foundation on which the national tourism brand will be defined. The Contractor should define the identity elements to be highlighted in order to enhance (I) the country's national brand and (II) the country's tourism brand.

5.3.3. Redefining the national tourism brand

Within the framework of this task, it is necessary to define the key structural elements on which the national tourism brand will be based in the relevant period:

- Brand essence of the Croatian national tourism brand/brand "mission"
- Comparison to the brand's competitors, with an emphasis on the key elements of differentiation

- Key image markers
- Key messages (messaging grid) to be the basis of creative implementation of the umbrella communication concept

5.3.4. Repositioning Croatia as a tourist destination (based on the desired market positioning)

Identification of 10 relevant, internationally recognisable brands, significant for greater perception of value by end-users and the improvement of the image and positioning of Croatian tourist destinations. It is necessary to provide recommendations for the target market groups for which general visibility should be increased, such as hotels, camps, marinas, restaurants, tourism products, natural and cultural attractions, etc. with a view to their inclusion in the systems of internationally recognised brands.

5.3.5. Proposal of national brand architecture

Within the framework of this task, it is necessary to create a proposal for an optimum national brand architecture of Croatian tourism, in accordance with other key strategic assumptions of the Plan and a situation analysis. The proposal must contain a detailed model of the brand architecture aligned with the current state in the domain of the existing branding strategies, i.e. the existing portfolio of developed brands (or developing brands) from the perspective of territorial/destination and product/experience brands, as well as the existing labels/trademarks. The recommendation should correspond to the general umbrella/national marketing strategy and enable optimum integration of lower-level brands into the model defined by the umbrella/national architecture.

The proposal must also include proposals for further development of the commercial brands/service brands and guidelines for the development of adequate labels, i.e. physical elements of the brand.

The proposal must include an implementation plan with clearly defined roles of all stakeholders, at the national and lower levels, detailed implementation tactics and a schedule of implementation of the activities related to establishing the national brand architecture.

5.3.6. Defining guidelines for the development of a new communication concept

Following a review of the effectiveness of implementation of the current umbrella communication concept (Croatia, full of life), it is necessary to define the key determinants based on which the CNTB should develop a new communication concept in accordance with the assumptions of redefining/upgrading the national tourism brand.

5.4. Operational marketing activities and implementation plans

Based on the strategic marketing objectives of Croatian tourism and other strategic assumptions related to brand development and Croatia's further market positioning, it is necessary to define the specific operational strategies and implementation plans as the foundation for the development of the CNTB's annual work programmes. This includes the following:

5.4.1. An operational model of redefining the CNTB's organisational structure

In order for the CNTB to be able to implement the proposed operational activities, it is necessary to make interventions in the domain of organizational structure. A review of the existing departments, their functions and scope of their responsibilities is the key objective of this activity in order to modernise the organisational model and structure it more efficiently, in accordance with the challenges posed.

5.4.2. Operational marketing activities for defined tourism products, including support to product development

In accordance with the defined market positioning and target markets, the Contractor should define operational marketing activities for the selected tourism products, with a detailed explanation of the way in which each product should be promoted on the tourism market. Additionally, it is necessary to define specific measures and initiatives of support to the development of the selected tourism products.

5.4.3. Operational activities of marketing support to areas of Croatia characterised by undeveloped tourism

A proposal of specific marketing measures aimed at supporting development of tourism, i.e. enhancement of the existing level of tourism development and promotion for each individual area characterised by undeveloped tourism.

5.4.4. Operational activities of establishing a system of Croatia's tourism brands

Based on the assumptions from Chapter 5.3 (Brand), it is necessary to define up to five relevant brands with detailed elaboration of the activities for their development (it is necessary to clearly define the management models for individual brands, roles of individual stakeholders in the process of building brands, etc.), taking into consideration that this is an element important for enhancement of the structure of tourist attractions, resources and services and improvement of Croatia's image as a tourist destination.

5.4.5. Operational activities of marketing infrastructure management

This activity implies establishing a quality marketing infrastructure with clearly-defined standards and harmonized communication values in terms of creating a portfolio of promotional tools.

5.4.6. A marketing management system for regional and local tourist boards

Regional and local tourist boards should be able to face the challenge of strategic and operational concepts involved in the Plan implementation. When defining a marketing management system for them, it is necessary to take into account the determinants of all national and regional strategic documents, both those directly related to the tourism sector, and those related to the

development of the sectors closely related to tourism development processes (culture, environmental protection, spatial planning, etc.), as well as an analysis of the legal framework which defines how the tourist board system functions (Act on Tourist Boards and Promotion of Croatian Tourism and other tourism-related acts and regulations).

5.4.7. The concept of implementation of a market research programme

In order to support evaluation of the implementation of the CNTB's strategic objectives and marketing activities and to respond to the need for information and knowledge support of the business stakeholders in the sector, the Contractor should define proposals for further development and use of the data collected by the eVisitor system, as well as proposals for the implementation of other key market research programmes.

5.4.8. Mechanisms of measuring and monitoring the effectiveness of implementation of the defined operational plans

The implementation team should be able to easily monitor the implementation of the defined operational plans, which emphasizes the need for all relevant information (activity description, chronological sequence, key implementation milestones, budgets, etc.) to be included and transparent. The Contractor should propose a mechanism for easier understanding of the mechanism of measuring and monitoring the effectiveness of the activities undertaken as part of individual plans.

Other notes:

When drawing up the Strategic Marketing and Operational Plan for Croatian Tourism, it is necessary to take into account the information available (market research conducted by the CNTB and other stakeholders) and, if necessary, conduct the required additional tourism market research, analyse the total outbound potential and key geographical segments and consumer segments (comprehensive quantitative and qualitative research of consumer characteristics and trends, generally and for key source markets, as well as research of tourism offer/products, competitors, intermediaries, etc.), while also considering the current market conditions with future potential for evolution, with emphasis on the repercussions of the COVID-19 pandemic for the tourism sector in the next years. In case research is carried out for the purposes of the Strategic Marketing and Operational Plan for Croatian Tourism, this research has to be carried out in such a way that its cost is included in the offered price for project implementation.

Moreover, apart from the legislative/regulatory framework defining how the tourist board system functions, and thus also how the Croatian National Tourist Board, when drawing up the Strategic Marketing and Operational Plan for Croatian Tourism, it is also necessary to consider other national-level strategic documents (those adopted or in the stage of drawing up, within the framework of implementation in stages, which documents are available to the Contractor for inspection) that directly or indirectly define the CNTB's activities in the coming years – the National Development Strategy of the Republic of Croatia until 2030, the Sustainable Tourism Development Strategy until 2030, etc.

Apart from all of the above, all programme proposals (strategies/operational plans/tactics, etc.) should be prepared in accordance with the principles of practical feasibility, financial sustainability and general usefulness, with clearly and unambiguously defined roles of all stakeholders involved (where the activity is carried out by cooperation of two or more stakeholders).

6. PROJECT TASK DEVELOPMENT

The tender should be drawn up in a way which allows the CNTB to clearly understand the methodology to be used to achieve the objectives and tasks defined in the tender documentation. All data sources used in the Strategic Marketing and Operational Plan for Croatian Tourism should be clearly specified. In the case of conducting surveys and/or any other field research, the proposal must clearly state that which, in the Contractor's opinion, represents a significant and relevant sample of respondents required for each survey in order for the study to be successfully completed. The sample size should be based on the number of complete answers, and not on the number of questionnaires.

7. ESTIMATED VALUE OF PROCUREMENT

The estimated value of procurement is: HRK 3,600,000, exclusive of VAT.

Tenders higher than the estimated value of procurement shall not be considered.

8. A GROUP OF ECONOMIC OPERATORS

A group of economic operators (tenderers) is an association of economic operators (natural or legal persons) offering services on the market. It arises from the aforementioned that several economic operators may submit a joint tender.

A joint tender has to specify which part of the procurement contract (subject matter, quantity and value) will be executed by which individual member of the group of economic operators.

A tender submitted by a group of economic operators has to specify which member of this group of economic operators is the leader partner of the group authorised to communicate with the Contracting Entity, who will conclude the contract with the Contracting Entity and charge the services provided on behalf and for the account of all members.

The group of economic operators is jointly liable for the obligations under the Contract. A tender submitted by a group of economic operators has to be signed by all members of the group. The Contracting Entity shall pay its liabilities only to the leader partner of the group.

Each member of the group of economic operators shall provide all of the documents necessary to determine whether there are grounds for exclusion referred to in item 11 of these tender documentation and evidence of entry in the court register, crafts and trades register, professional or other appropriate register, and all members shall (cumulatively) prove their joint capacity by providing evidence of capacity listed under item 12 hereof.

9. COMMENCEMENT AND COMPLETION OF SERVICE PROVISION AND REPORTING

Service provision should commence immediately upon contract execution and should be completed within 200 calendar days from the date of contract execution. During implementation, the Contractor shall submit stage reports in accordance with the project proposal (at least three phase reports during project implementation and a final report, which will also represent a comprehensive and final version of the Strategic Marketing and Operational Plan for Croatian Tourism for the period 2021–2025 accepted by the Contracting Entity).

All phase reports and the final report have to be submitted in 3 printed copies and electronically, in the Croatian language. They may additionally also be submitted in English.

All of the collected data and analysis obtained shall remain a permanent ownership of the CNTB and shall be handed over to the CNTB in printed and electronic format when the implementation is completed.

All sources of data used in the document preparation should be clearly specified, and the Contractor is liable for the reliability of the data used and the intellectual property rights (copyright and related rights).

In the course of drawing up the Strategic Marketing and Operational Plan for Croatian Tourism, the Contractors are to organise at least five meetings devoted to discussions and presentations (the first after the execution of the Contract, the subsequent ones after the submission of each of the phase reports and the final report) and be in constant contact with the CNTB with respect to monitoring project implementation in accordance with the defined stages.

The costs of organising the meetings shall be borne by the CNTB, except for the travel expenses of the Contractor's team. The travel expenses of the Contractor's team (costs of transfers, transport and accommodation) shall be borne exclusively by the Contractor, and the meetings shall, in general, be organised in Croatia (Zagreb).

The Contractors should ensure continuous contact with the CNTB, by means of delegating a minimum of two contact persons to whom all communications from the CNTB will be directed.

10. MATERIAL REQUIREMENTS AND MANNER OF CONTRACT CONCLUSION

After the completion of the procurement procedure, the Contracting Entity shall conclude a contract with the Tenderer who submitted the best tender, proved its capacity and met the requirements within the period not exceeding 90 calendar days.

11. GROUNDS FOR EXCLUSION OF TENDERERS

11.1. Grounds for mandatory exclusions of Tenderers and the documents with which the Tenderer proves that there are no grounds for mandatory exclusion

The grounds for mandatory exclusion of Tenderers from the procurement procedure by the Contracting Entity are:

- a) If the economic operator and/or person(s) legally authorised to represent the economic operator as a legal person has been the subject of a conviction by final judgment for one or several of the following criminal offences:
 - Associating for the purpose of committing criminal offences,
 - Criminal association,
 - Committing a criminal offence as a member of a criminal association,
 - Misuse of public procurement procedures,
 - Unlawful favouritism,
 - Accepting bribe,
 - Giving bribe,
 - Trading in influence,
 - Giving bribe for trading in influence,
 - Accepting bribe in business operations,

- Giving bribe in business operations,
 - Abuse of office and authority,
 - Abuse of governmental duties,
 - Trading in influence,
 - Accepting bribe,
 - Giving bribe,
 - Fraud,
 - Fraud in business dealings,
 - Tax or customs duty evasion,
 - Subsidy fraud,
 - Tax evasion and evasion of other levies,
 - Terrorism,
 - Public incitement to terrorism,
 - Recruitment for terrorism,
 - Training for terrorism,
 - Terrorist association,
 - Terrorist financing,
 - Money laundering,
 - Trafficking in human beings,
 - Trafficking in human beings and slavery,
 - Computer-related fraud,
 - Fraud in business dealings, and
 - Dissimulation of illegally acquired money, or corresponding criminal offences in accordance with the legal provisions of the country in which the economic operator is established.
- b) If the economic operator has not settled its outstanding tax liabilities and other public levies, except if the economic operator has been permitted, in accordance with special regulations, to defer the payment of those liabilities:
- In the Republic of Croatia if the economic operator is established in the Republic of Croatia, or
 - In the country where the economic operator is established if the economic operator is not established in the Republic of Croatia, that is, in the Republic of Croatia and the country where the economic operator is established if such economic operator also operates in the Republic of Croatia.

The documents based on which the Tenderer proves that there are no grounds for mandatory exclusion:

11.2. Statement on non-existence of a criminal record

The Tenderer shall attach a statement of the Tenderer's authorised person stating that the economic operator as a legal person and the person authorised to represent the economic operator have not been the subject of a conviction by final judgment for one or several of the following criminal offences:

- Associating for the purpose of committing criminal offences,
- Criminal association,
- Committing a criminal offence as a member of a criminal association,
- Misuse of public procurement procedures,
- Unlawful favouritism,

- Accepting bribe,
- Giving bribe,
- Trading in influence,
- Giving bribe for trading in influence,
- Accepting bribe in business operations,
- Giving bribe in business dealings,
- Abuse of office and authority,
- Abuse of governmental duties,
- Trading in influence,
- Accepting bribe,
- Giving bribe,
- Fraud,
- Fraud in business dealings,
- Tax or customs duty evasion,
- Subsidy fraud,
- Tax evasion and evasion of other levies,
- Terrorism,
- Public incitement to terrorism,
- Recruitment for terrorism,
- Training for terrorism,
- Terrorist association,
- Terrorist financing,
- Money laundering,
- Trafficking in human beings,
- Trafficking in human beings and slavery,
- Computer-related fraud,
- Fraud in business dealings, and
- Dissimulation of illegally acquired money, or corresponding criminal offences in accordance with the legal provisions of the country in which the economic operator is established.

As evidence of the non-existence of a criminal record, the Tenderer shall deliver a filled in Form (Annex 2a). The Tenderer shall deliver this statement for all of its authorised persons (except for the proxy).

11.3. A certificate issued by the tax administration concerning the state of debt or an equivalent document issued by the competent authorities of the country in which the economic operator is established

The certificate is issued by: The Ministry of Finance – Tax Administration, i.e. the competent authority of the country in which the Tenderer is established.

The Tenderer must prove that it has paid all of the outstanding tax liabilities and other levies. This certificate must not be older than 30 days from the date of publishing these tender documents.

11.4. Other grounds for exclusion of Tenderers

The Contracting Entity shall exclude the Tenderer from the procurement procedure in the following cases:

- If bankruptcy proceedings have been initiated against the economic operator,
- If it is insolvent, over-indebted or undergoing liquidation,

- If its property is being managed by an administrative receiver or court,
- If it is in the process of settlement with the creditors,
- If it has suspended its business activities or is in any equivalent situation which arises from similar proceedings pursuant to the national acts and regulations.

To prove that there are no other grounds for exclusion, the Tenderer shall deliver a filled in Form of the Tenderer's statement of no other grounds for exclusion from participation in the procurement procedure from Annex 2b.

12. REQUIREMENTS FOR ECONOMIC OPERATORS' (TENDERERS') CAPACITY AND EVIDENCE OF CAPACITY

In order to establish the Tenderer's capacity to perform the contract, the Tenderer shall include evidence in its tender proving its:

- Legal and business capacity,
- Financial capacity,
- Technical and professional capacity,
- Other (methodology).

Evidence may also be delivered in the form of uncertified copies if not stated otherwise. An uncertified (unofficial) print-out of an electronic document is also considered to be an uncertified copy.

After ranking the tenders according to the tender selection criteria and before adopting an award decision, the Contracting Entity may require the Tenderer with which it intends to conclude a procurement contract to deliver the originals or certified copies of all the documents required under this item of the tender documentation and issued by competent authorities within the specified deadline.

If the economic operator has already delivered certain documents as originals or certified copies, it is not obliged to subsequently deliver them.

Should any doubts arise as to the authenticity of the data from the Tenderer's attached documents or statements from this item, the Contracting Entity may contact the competent authorities or issuers/signatories of the documents/statements in order to acquire information on the situation of those Tenderers.

12.1. Legal and business capacity

The Tenderer is required to deliver an extract from the court register, crafts and trades register, professional or other appropriate register of the country where the economic operator is established.

The Tenderer shall deliver an authorisation, consent or a similar document if the economic operator is required to have these in the country where it is established to perform the activities related to the subject-matter of procurement. The extract or statement may not be more than three (3) months old, counting from the date of publishing of this tender documentation.

The aforementioned document may be delivered in the form of an uncertified copy, and the selected Tenderer shall be obliged to deliver originals or certified copies within one week from the selection notice. Each member of a group of economic operators shall individually prove its capacity herefrom.

NOTE: (applicable to all pieces of evidence of capacity): If the country where the economic operator is established, or the country of the person's citizenship, does not issue the aforementioned documents or if they do not include all of the aforementioned circumstances, these may be replaced by an affidavit or, if affidavits are not recognised by the law of the country in question, by a statement of the issuer bearing a signature certified by the competent court or administrative authority, notary public, professional or commercial authority in the country where the economic operator is established, or the country of the person's citizenship.

12.2. Financial capacity

12.2.1. Financial statement

The Tenderer shall deliver evidence that its total annual turnover was equal to or greater than HRK 10,000,000 in the last three years. In case of a group of tenderers, the capacity from this item shall be proven by at least one of the members of the group of tenderers.

12.2.2. Creditworthiness

Forms BON 2 (or SOL 2) or other appropriate financial institution document having the same evidentiary value as the required evidence which includes the data issued by the Financial Agency, which document shows the required piece of data, and is not older than 30 days counting from the date of publishing of this tender documentation.

Provider of evidence of capacity: The Financial Agency (FINA) for BON 2 or the competent bank for SOL 2 or appropriate financial institution or body if the tenderer is registered outside the Republic of Croatia; or, it should submit a different appropriate document as evidence of capacity.

Financial indicator as evidence of capacity: that the account has not been frozen for more than 7 (seven) days in a row, or 10 (ten) days in total in the last 6 (six) months of the specified period.

Each member of a group of economic operators shall individually prove its capacity herefrom.

12.3. Technical and professional capacity of the Tenderer

12.3.1. Technical capacity

12.3.1.1. References

In order to qualify, the Contractor shall provide the following references:

Mandatory references

1. at least 3 relevant references in the field of destination marketing strategies and/or plans at the national level, implemented in the last 10 years
2. at least 3 relevant references pertaining to destination marketing strategies and/or plans in Croatia, implemented in the last 10 years

Additional references affecting the scoring

- a) In addition to the 3 mandatory/qualifying references (which are not scored but are a mandatory requirement), the Contractor can receive 5 points for each additional reference pertaining to national destination marketing strategies and/or plans implemented in the last 10 years, up to a maximum of 10 points for 2 additional references.
- b) In addition to the 3 mandatory/qualifying references (which are not scored but are a mandatory requirement), the Contractor can receive 5 points for each additional reference pertaining to destination marketing strategies and/or plans in Croatia implemented in the last 10 years, up to a maximum of 10 points for 2 additional references.
- c) The Contractor shall receive 5 points for each reference proving their expertise in the field of destination branding at the national or regional level in the last 10 years, up to a maximum of 10 points (up to 2 references).
- d) The Contractor shall receive 2.5 points for each reference proving their capability to support tourist boards (DMOs) in the implementation of marketing strategies and plans at the national or regional level in the last 10 years, up to a maximum of 5 points (up to 2 references).
- e) The Contractor shall receive 2.5 points for each reference proving their support in the field of reorganization and/or establishment of national or regional tourist boards (DMOs) in the last 10 years, up to a maximum of 5 points (up to 2 references).

One project reference may be applied to a maximum of two reference areas.

Means of proof of references

For the purpose of determining the technical capacity referred to in this item, the Tenderer shall submit an accurately completed and signed form entitled List of Contracts for the Services Performed by the Tenderer in the Last Ten Years (Annex 3) and the related forms entitled the Contracting Entity's Confirmation of Proper Performance of the Contracts on the Provision of Significant Services Constituting the Subject Matter of the Procurement in the Last Ten Years (Annex 4), guaranteeing that they meet the requirements set out in this item. The required forms are attached as a template, but the Tenderers may use their own forms or copies of project contracts signed by an appropriate authorized representative of each contracting party if their content corresponds to the above form, i.e. if they contain all the information specified in the form (when submitting copies, the Tenderer may blacken out the parts that they consider to be confidential, e.g. the price, personal data, etc., and which do not affect the demonstration of capacity referred to in this item).

Should the Contracting Entity not be able to unambiguously conclude whether the meeting of requirements is proven by the list of performed services proving the technical capacity, the Contracting Entity may directly request the other contracting party that certain references be checked.

A group of economic operators shall cumulatively (jointly) prove the capacity referred to in this item.

12.3.2. Professional capacity

The Tenderer shall submit a list of members of the proposed work team, as well as the tasks of each member of the work team. The composition of the work team shall meet the required expertise requirements. Preferably, most members of the Tenderer's main work team shall be the Tenderer's permanent employees. Listing an alternative work team or some of its members shall not be allowed. Listed members of the work team shall work on the execution of project tasks. The Tenderer shall prove that they have qualified professional staff at their disposal, who will be appointed to execute the subject matter of the procurement pertaining to this procurement procedure. The Tenderer shall provide the following documents pertaining to the appointed expert team:

- proof of years of service (ERPS form – Electronic Employment Status or a copy of the employment record) or some other proof if the above one does not exist in the country of the Tenderer's registered office.

The Tenderer shall prove that, for the purpose of executing the procurement in question, they have at their disposal a team of at least five experts who possess the professional qualifications required for the performance of the services constituting the subject matter of the procurement.

All proposed experts shall meet the minimum professional qualifications pertaining to the subject matter of this procurement and shall be appointed for the entire duration of the contractual relationship.

The tender shall include the names of experts. The offered experts shall not be changed during the implementation of the project, except in case of a direct agreement with the Contracting Entities, or in cases beyond the control of the Tenderer, such as illness or force majeure. In case the experts have to be replaced during the implementation of the project, substitute experts shall meet the requirements set out in this tender documentation, as well as earn at least the same number of points achieved by the expert they are to substitute according to tender scoring criteria.

The Tenderer shall not appoint one expert to two or more positions.

A group of economic operators shall cumulatively (jointly) prove the capacity referred to in this item.

In order to qualify, the Contractor shall meet the following requirements:

Mandatory members of the project holder's team – the project team shall consist of at least:

- a) one project manager
- b) one destination marketing expert
- c) one destination management expert
- d) one destination branding and communication expert
- e) one consumer market segment expert

Mandatory experience of project team members

- a) The project manager shall have 10 or more years of managerial experience in the tourism sector
- b) The destination marketing expert shall have 10 or more years of work experience
- c) The destination management expert shall have 10 or more years of work experience
- b) The destination branding and communication expert shall have 10 or more years of work experience
- b) The consumer market segment expert shall have 5 or more years of work experience

Additional experience of project team members affecting the scoring:

- a) The project manager may submit references for no more than 3 strategic marketing plans for tourist destinations at the national level, as well as no more than 2 marketing plan implementation projects. Up to 10 points, 2 point for each reference.
- b) The destination marketing expert shall receive 1 point for each relevant reference pertaining to strategic and/or operational marketing plans for tourist destinations (countries, regions or cities) or specific products. Up to 5 points, 1 point for each reference.
- c) The destination management expert shall receive one point for each relevant reference pertaining to the development and/or implementation of tourism development strategies or product development plans for tourist destinations (countries, regions or cities). Up to 5 points, 1 point for each reference.
- d) The destination branding and communication expert shall receive one point for each relevant reference pertaining to the development of branding and/or communication strategies for tourist destinations (countries, regions or cities). Up to 5 points, 1 point for each reference.
- e) The consumer market segment expert shall receive one point for each relevant reference pertaining to market research projects, up to 5 points.

12.4. Development methodology for the Strategic Marketing and Operational Plan for Croatian Tourism

In order to qualify, the Contractor shall provide a detailed description of their technical approach and planning, as well as a description of results and Project management.

The Contractor shall receive up to 30 points according to the following criteria:

- a) Clarity of the technical approach (up to 10 points)
 - Accurate and complete description of the technical approach to tender drafting: 10 points
 - Incomplete description of the technical approach to tender drafting: 4 points
 - Inaccurate: 0 points

The description of the technical approach leaves no doubts and is written clearly. There is a clear link between the proposed technical approach, the proposed activities and the expected results/outcomes, and their contribution to and importance in the formulation of the strategy, i.e. individual activities or aspects of the work task, is clear and specified. Complex notions and concepts going beyond the general knowledge of marketing, advertising, public relations, market research, etc., are presented and explained in detail. The technical description does not contain illogicalities and errors.

- b) Clarity of the results/outcomes of the Plan (up to 10 points)
 - Accurate and complete description of the results: 10 points
 - Incomplete description of the results/outcomes: 4 points
 - Inaccurate: 0 points

For each group of activities, i.e. each implementation step, it is necessary to define the expected results/outcomes, as well as the deadline and the method of monitoring and reporting on implementation results/outcomes (phase reports), and to substantiate the link between individual results/outcomes and key items/tasks of the Strategy, and to provide an elaboration of the importance and contribution of individual results/outcomes to the definition of the Strategy.

c) Improvement of project task components (up to 5 points)

Points shall be awarded to the proposals which introduce new and original elements without introducing any additional elaboration of already existing elements of the project task. It is necessary to substantiate the proposals for new/additional elements of the project task in terms of importance, contribution and effects of such elements on the final quality, as well as the scope and effectiveness of the application of the strategic document in relation to the elements proposed in this documentation.

d) Suitability to the needs of the Contracting Entity and the level of detail in project planning: (up to 5 points)

- Accurate and complete description of planning: 5 points
- Incomplete description of planning: 2 points
- Inaccurate: 0 points

It is necessary to demonstrate knowledge and a high level of information regarding the way national tourism organizations work, and especially regarding the work, legislative framework and structure of the Croatian National Tourist Board, as well as of lower-level tourist boards. It is necessary to substantiate and describe the activities whose implementation is planned, as well as to specify the outcomes of the activities in the development of the Strategy and in the context of the existing organization and its legally defined tasks and needs. If any new activities are proposed within the project task and work tasks, or if there is an increase in the level of detail and scope of the activities, they shall be substantiated, namely by stating the reasons for their inclusion, as well as by indicating their contribution to the formulation of the Strategy.

13. INTEGRITY CLAUSE

The Tenderer shall guarantee their fairness in the procedure, as well as the absence of any prohibited practices related to the procurement procedure (acts of corruption or fraud, as well as of offering, giving or promising improper advantages that may affect the actions of an employee), and express their consent to a review of the entire procedure by independent experts, as well as accept liability and any applicable penalties, including the termination of the contract if the rules are violated. The Integrity Statement shall constitute an integral part of this tender documentation, and it shall be signed by the person or persons authorized to represent the Tenderer (Annex 7)

14. TENDER DETAILS

14.1. Details pertaining to the form, drafting method and content of the tender

The language in which the tender is drawn up shall be Croatian or English.

In case of a group of economic operators, the Tender Sheet shall contain data for each member of the group, with a mandatory indication of the member who is also the head of the group, as well as authorized to communicate with the Contracting Entity. The Contracting Entity may request proof of the fact that the head of a consortium of tenderers is authorized to communicate with the Contracting Entity, namely from the head or from any member of the said consortium of tenderers.

The tender shall be drawn up so as to constitute a unit. If, due to its volume or other objective circumstances, the tender cannot be drawn up so as to constitute a unit, it shall consist of two or more parts.

The tender shall contain the following:

- a completed Tender Sheet (Annex 1),
- a tendering security (in accordance with item 15.1 of this tender documentation),
- documents with which the Tenderer is to prove that there are no mandatory grounds for exclusion – in accordance with item 11.1 of this tender documentation (Annex 2a and a tax clearance certificate issued by the Tax Administration or an equivalent document issued by the competent authority in the country of the Tenderer’s registered office),
- documents with which the Tenderer is to prove that there are not any other grounds for exclusion – in accordance with item 11.4. of this tender documentation (Annex 2b),
- the requested proof of capacity:
 - legal and operational capacity: excerpt from the appropriate register and/or other relevant proof in accordance with item 12.1 of this tender documentation
 - Financial capacity: BON 2 (or SOL 2) form (certificate of solvency) dated less than 30 days prior to the date of publication of this tender documentation or other relevant proof referred to in item 12.2 of this tender documentation, as well as financial statements indicating the annual turnover in the previous three years
 - technical capacity of the Tenderer in accordance with item 12.3.1. of this tender documentation:
 - List of Contracts for the Services Performed by the Tenderer in the Last Ten Years (Annex 3)
 - signed Contracting Entity’s Confirmations of Contract Performance (Annex 4)
 - professional capacity of the Tenderer in accordance with item 12.3.2. this tender documentation:
 - Composition of the Work Team and Duties (Annex 5)
 - CVs of Work Team Members (Annex 6)
 - proof of years of service (ERPS form – Electronic Employment Status or a copy of the employment record) or some other proof if the above one does not exist in the country of the Tenderer’s registered office.
- project task development methodology
- Integrity Statement (Annex 7)

The Tenderer shall not be allowed to offer alternative tenders, variants or other versions of their tender.

14.2. Tender validity period

The tender validity period shall be at least ninety (90) days from the final deadline for the delivery of tenders.

14.3. Method and deadline for the submission of tenders; amendments to and withdrawal of tenders

The tender shall be submitted to the address of the Contracting Entity in a sealed envelope. The tenders shall be submitted to the Croatian National Tourist Board, Iblerov trg 10/IV, 10000 Zagreb, from 09:00 AM to 4:00 PM on working days, or by registered mail to the said address.

The following shall be written on the envelope containing the tender: the name and address of the Contracting Entity, the name and address of the Tenderer, the subject of procurement, and the label “DO NOT OPEN – TENDER”, i.e. the following:

CROATIAN NATIONAL TOURIST BOARD

Iblerov trg 10/IV, 10000 Zagreb

DO NOT OPEN – TENDER

“Strategic Marketing and Operational Plan for Croatian Tourism 2021 – 2025”

Tenders shall be submitted by February 15, 2021 at 12:00 PM. Only physical handover of the tender within the specified deadline at the reception of the Croatian National Tourist Board, Iblerov trg 10/IV, 10000 Zagreb, regardless of the chosen method of delivery, shall constitute submission.

The Tenderer shall choose the method of submission on their own, as well as bear the risk of possible loss or untimely submission of the tender.

All tenders not submitted in the above manner and within the above deadline shall not be opened and taken into consideration, and they shall be returned to the Tenderer.

Within the deadline for the submission of tenders, the Tenderer may, with an additional, duly signed statement, modify their tender, supplement it or withdraw it.

Amendments to the tender shall be submitted in the same manner as the tender, and the envelope shall also contain the label “MODIFICATION” or “SUPPLEMENT”.

The tenderer may withdraw the submitted tender with a written statement within the deadline for submission of tenders. The written statement shall be submitted in the same manner as the tender, namely marked with the label “WITHDRAWAL OF THE TENDER”. In that case, the tender shall not be opened and shall be returned to the Tenderer.

The tender shall not be changed after the deadline for the submission of tenders.

Upon request, the Contracting Entity shall issue a confirmation of the date and time of receipt of the tender to the Tenderer. Exceptionally, the Contracting Entity may specify a different way of documentation submission, namely if necessary due to the epidemiological measures related to the COVID-19 disease, and they shall publish a notice thereof at the place of publication of this documentation.

14.4. Price setting method

The Tenderer’s submitted tender shall contain a price in HRK. The price shall be fixed. The price shall be written in numbers and words. All costs and discounts shall be included in the tender price excluding value added tax.

The Tenderer shall specify their price excluding value added tax as well as their price including value added tax for the subject matter of procurement, namely in HRK, in absolute terms, rounded to two decimal places.

The Tenderer shall submit their tender in the Tender Sheet (Annex 1).

14.5. Award criterion

The award criterion shall be the most economically advantageous tender.

The received tenders shall be reviewed and evaluated by an expert panel. The expert panel shall rate the received tenders in accordance with the criteria set out in this tender documentation.

The elements for the selection of the most economically advantageous tender (MEAT) are the following:

Element 1: Technical capacity of the Contractor: up to 40 points

Field of work	NUMBER OF REFERENCES			Points per reference	Maximum number of points
	Total	Mandatory	For scoring		
National destination marketing strategies and/or plans	5 (or more)	3	2	5	10
Destination marketing strategies and/or plans in Croatia	5 (or more)	3	2	5	10
Destination branding at the national or regional level	2	-	2	5	10
Support for tourist boards in the implementation of marketing strategies and plans at the national or regional level	2	-	2	2.5	5
Reorganization and/or establishment of national or regional tourist boards	2	-	2	2.5	5
Total	16	6	10	-	40

Element 2: References for the members of the project team: up to 30 points

Professional capacity	Minimum work experience	Mandatory references	Other references	Number of references	Number of points per reference	Total number of points
Project manager	10 or more years of managerial experience in the tourism sector	Strategic marketing plan for tourist destinations at the national level	-	3	2	6
		Implementation of strategic marketing plans	-	2	2	4
Destination marketing expert	10 or more years of work experience	-	Strategic and/or operational marketing plans for tourist destinations (countries, regions or cities) or specific products	5	1	5
Destination management expert	10 or more years of work experience	-	Development and/or implementation of tourism development strategies or product development plans for tourist destinations (countries, regions or cities)	5	1	5
Destination branding and communication expert	10 or more years of work experience	-	Development of branding and/or communication strategies for tourist destinations (countries, regions or cities)	5	1	5
Consumer market segment expert	5 or more years of work experience	-	Market research projects	5	1	5
Total				25	-	30

Element 3: Project task development methodology: up to 30 points

Development methodology	Minimum number of points	Maximum number of points
Clarity of the technical approach	0	10
Clarity of the results/outcomes of the Plan	0	10
Improvement of project task components	0	5
Suitability to the needs of the Contracting Entity and the level of detail in project planning:	0	5
Total	-	30

14.6. Evaluation formula

The tender shall be evaluated based on technical and financial elements. The evaluation shall be conducted by a five-member CNTB Panel, appointed by the Assembly of the Croatian National Tourist Board.

The weighted score of the overall tender shall be calculated according to the following formula:

$$X = A \times 70\% + (B \times 100 / C) \times 30\%$$

X = total number of points for the tender being evaluated

A = number of points for the technical tender of the Tenderer being evaluated

B = highest tender price among all tenders

C = actual tender price from the tender of the Tenderer being evaluated

The technical tender shall be evaluated by rating the 3 previously described aspects:

- a) Technical capacity of the Contractor: up to 40 points
- b) References for the members of the project team: up to 30 points
- c) Project task development methodology: up to 30 points

TOTAL: up to 100 points

The contract shall be awarded to the tenderer with the highest weighted score (highest score X)

14.7. Unusually low tender price

If the tender states an unusually low tender price or unusually low individual unit prices, which raise doubts as to the ability of providing the services constituting the subject matter of the procurement, the Contracting Entity may request additional clarifications of the tender from the Tenderer. If additional clarifications do not alleviate the doubts as to the ability of providing the services constituting the subject matter of the procurement, the Contracting Entity may reject such a tender. When evaluating the prices, the Contracting Entity shall take into account experience and market benchmarks, as well as all the circumstances under which the procurement contract shall be performed.

14.8. Costs of tender documentation drafting

The cost of drafting and submitting the tender shall be fully borne by the Tenderer. The tender and the documentation accompanying it, except for the tendering security, shall not be returned except in

case of a tender received late and the Tenderer's withdrawal of an unopened tender. No charge shall be made for this tender documentation and the functional-technical documentation.

14.9. Clarifying and supplementing the tender in relation to documents

In the tender review and evaluation process, the Contracting Entity may invite the Tenderers to, within a reasonable period of time, which shall not be shorter than 5 or longer than 10 calendar days, by clarifying or supplementing the tender in relation to the required documents pertaining to the absence of mandatory grounds for exclusion and to selection criteria, as well as to the certificates of compliance with certain standards, remove errors, deficiencies or ambiguities which may be removed, where clarifying or supplementing the tender in relation to the said documents shall not be considered a modification of the tender, i.e. the clarification shall not result in a modification of the tender (if the said requirements are laid down in this tender documentation).

14.10. Method of opening tenders

The opening of tenders shall not be public.

15. SECURITIES

For the purpose of providing a tendering security, and as a performance bond, the following documents shall be submitted:

15.1. Tendering security

The Tenderer shall submit a tendering security in the amount of 3% of the estimated value of the procurement, excluding VAT. The tendering security shall amount to HRK 108,000.00. The tendering security shall be a security for the case of withdrawal of the tender by the Tenderer within its validity period, provision of false information, non-submission or delay in the submission of originals or certified copies if the submission of such proof is required or if it is subsequently requested by the Contracting Entity, refusal to sign the contract, or failure to provide a performance guarantee.

The undamaged original of the tendering security shall be submitted, namely a valid blank debenture bond issued and completed in accordance with applicable laws and subordinate legislation (the Enforcement Act and the Ordinance on the Form and Content of a Blank Debenture Note).

The tendering security shall constitute an integral part of the tender bound as a unit, and it shall be placed in a PVC binder (due to the obligation to return it) which shall be secured with a sticker with the impression of the Tenderer's stamp (if applicable) in order to prevent its unauthorized removal on the side where it has been opened. Should, for any reason, the deadline for the delivery of tenders be postponed, the validity of the security shall be adjusted accordingly.

Instead of a blank debenture bond, the Tenderer may make a cash deposit in the requested amount to the Croatian National Tourist Board, IBAN of the Contracting Entity: HR4224020061100957129, Model: 00, Reference No.: PIN (OIB) of the Tenderer/Payer, Payment description: Tendering Security, Strategic Marketing and Operational Plan for Croatian Tourism.

Should the Tenderer make a cash deposit as a tendering security, they shall submit proof of payment in the tender (e.g. a scanned confirmation of payment).

The Contracting Entity shall return the tendering security (a blank debenture bond or a cash deposit) to the successful Tenderer following their submission of a procurement contract performance guarantee (a bank guarantee or a cash deposit), namely no later than 10 days of the date of its receipt, or within a different period of time as per agreement with the successful Tenderer.

If the tendering security is a cash deposit, it shall be returned to unsuccessful Tenderers within 20 days of the day of adoption of the award decision, and should the Tenderer submit a blank debenture note as security, they may collect it immediately following the adoption of the award decision. The Contracting Entity shall notify all Tenderers of the award decision, namely by e-mail.

15.2. Performance guarantee

Within 15 calendar days of the day of entering into the contract, the successful Tenderer shall deliver a performance guarantee for the event of a breach of contractual obligations, namely an unconditional first demand bank guarantee with the “payable upon the first written demand” and “no right to object” clause. The guarantee shall be issued for the benefit of the Contracting Entity, in absolute terms, namely in the amount of 10% of the value of the contract (excluding VAT), with a validity period until the performance of all contractual obligations, ending with the delivery of the solution in question, i.e. the requested service plus 30 (thirty) additional days.

The text of the guarantee shall contain the obligation of the bank to pay any amount up to the amount of the guarantee, namely unconditionally, irrevocably and without the right to object, upon the first written demand of the beneficiary of the guarantee (Contracting Entity). In case the deadline for the performance of obligations under this Contract is extended for objective reasons and with the consent of the Contracting Entity, the Contractor shall extend the validity of the bank guarantee used as a performance guarantee for the entire period by which the deadline for the performance of obligations under this Contract is extended, plus 30 (thirty) days following the performance of contractual obligations. Instead of a bank guarantee, the Tenderer may make a cash deposit in the requested amount to the Croatian National Tourist Board, IBAN of the Contracting Entity: HR4224020061100957129, Model: 00, Reference No.: PIN (OIB) of the Tenderer/Payer, Payment description: Performance Guarantee, Strategic Marketing and Operational Plan for Croatian Tourism.

The Contracting Entity shall return the bank guarantee used as a performance guarantee (a bank guarantee or a cash deposit) to the Contractor after the performance of all contractual obligations and the expiration of the additional 30 (thirty) days if the Contracting Entity had no objections to the performance of the Contract.

The obligation to submit the said guarantee shall constitute an essential element of the contract. In case of extension of the duration of the contract, the Tenderer shall extend the submitted guarantee so as to adequately meet the above requirements.

16. INDEMNITY AND LIMITATION OF LIABILITY

- a) If the deadline for performance stipulated by the Contract is extended, except in case of force majeure* or other delay caused by the Contracting Entity, the Contracting Entity shall have the right to reduce the amount of compensation for the performance of the Contract in the amount of:
 - i. 1‰ (one per mille) of the amount of the agreed price per day of delay if the delivery was made within a period exceeding the agreed period by up to 30 days,
 - ii. 2‰ (two per mille) of the amount of the agreed price per day of delay if the delivery was made within a period exceeding the agreed period more than 30 days.

The reduction of the amount of the compensation referred to in this item may increase up to no more than 10% of the total agreed price.

- b) If the Contractor is late with delivery longer than the additional 25% of the agreed time, the Contracting Entity shall have the right to terminate this Contract, and in that case, the Contractor shall not be entitled to any compensation for activities performed so far and shall pay the Contracting Entity liquidated damages in the amount of 10% of the total tender value, as for insurance, the Contracting Entity will use the performance bond on the first call issued by a commercial bank with its registered office in the Republic of Croatia, which the Contractor shall submit to the Contracting Entity, i.e. the paid deposit.

**Force Majeure*

Force majeure implies any unforeseen exceptional situation or event beyond the control of the contracting parties, which prevents either of them from fulfilling any of the contractual obligations, and cannot be attributed to error or negligence on their part and has been proven to be insurmountable despite all due consideration (including even e.g. the extension of the Croatian Digital Tourism project). Deficiencies in equipment or materials or delays in making them available, labour disputes, strikes, or financial difficulties cannot be considered force majeure. Force majeure also implies the impossibility of collecting data from a particular source if this impossibility occurred due to the fact that the manager, or a third person in charge of disposing of such data did not allow such data to be downloaded, and of which there is evidence that the Contractor is obliged to present to the Contracting Entity without delay and promptly upon disclosure of such circumstances.

17. OTHER ESSENTIAL CONDITIONS

The Tenderer shall to fully familiarize themselves with this tender documentation, including all provisions, instructions, forms, conditions, and specifications. All communications, references to explanations, notices and decisions between the Contracting Entity and the Tenderer must be in writing, exclusively by e-mail. The Contracting Entity will publish this tender documentation in electronic form on the website www.htz.hr.

18. GROUNDS FOR THE CANCELLATION OF THE PROCUREMENT PROCEDURE

The procurement procedure will be cancelled if after the deadline for submission of tenders:

- no tenders were received;
- a predetermined number of valid tenders was not received / not a single valid tender was received (the one that meets the conditions of this tender documentation and which is timely)
- no valid tenders remain after the rejection of the tenders.

19. GROUNDS FOR THE REJECTION OF TENDERS

Based on the results of the review and evaluation of tenders, the Contracting Entity will reject:

- a tender that is incomplete,
- a tender that is contrary to the provisions of this tender documentation,
- a tender in which the price is not expressed in an absolute amount,
- a tender containing errors, deficiencies, or ambiguities, if it is not possible to remove the errors, deficiencies or ambiguities.
- a tender in which a clarification or supplement in accordance with these rules does not remove the error, deficiency or ambiguity,

- a tender that does not meet the requirements related to the properties of the subject matter of procurement and thus does not meet the requirements of this tender documentation,
- a tender for which the Tenderer has not accepted the correction of the calculation error in writing,
- if the required guarantees are not submitted.

20. TENDERER SELECTION

Based on the scoring results (evaluation formula), the Contracting Entity will make a ranking order and a contract will be concluded with the Tenderer / Consortium achieves the highest number of total points and meets all other conditions of the tender. If, after the ranking of tenders, there are two or more tenders with the same and, at the same time, the highest number of points, the Tenderer whose tender was received first, i.e. earlier, will be selected.

The Contracting Entity will notify in writing all the Tenderers who have submitted a tender about the successful Tenderer, enclosing a copy of the Award Decision and send them a reasoned written notice of rejection of their tender.

21. DEADLINE, METHOD AND TERMS OF PAYMENT

The Contracting Entity undertakes to pay the Contractor the agreed percentage financial amounts from the agreed price after the invoice has been issued within 30 days according to the following dynamics:

- 20% upon signing the contract
- 15% after the preparation and taking over of the first phase report by the CNTB
- 15% after the preparation and taking over of the second phase report by the CNTB
- 15% after the completion and taking over of the third phase report by the CNTB
- 35% after the completion and taking over of the final phase report by the CNTB

22. COPYRIGHT – UNLIMITED, EXCLUSIVE ON ALL MATERIALS

The selected Tenderer / author agrees that by payment of the agreed compensation they transfer to the CNTB the exclusive right, which is in terms of content, space, and time unlimited, to use the copyright work, that is, they assign copyright over the subject matter of procurement, i.e. over all materials created under this Call for Tenders of concluded Contract, which includes in particular the following property copyright:

- Reproduction right,
- Distribution right,
- The right to communicate the copyright work to the public,
- the Right to process.

The successful Tenderer / author does not reserve the right to use the same copyright, but transfers it in its entirety to the CNTB. The CNTB shall be authorized to use the copyright work created by the successful Tenderer / Author in a manner consistent with the content of its right, as well as to transfer the same right of use to third parties without any additional consent of the author.

The successful Tenderer / author agrees that the CNTB is not under obligation to list him as the author when using the copyright work. Upon each request of any third party, the CNTB will provide all information about the successful Tenderer / author and, at its own discretion, list the author in its

promotional and other materials. The successful Tenderer / author may at any time and in any business appropriate manner mention the CNTB and the respective Tender as an expert reference. The successful Tenderer / author agrees that the stated ways of mentioning are considered to be fully compliant with the provisions on mentioning authors regarding their moral copyright.

The Tenderer shall ensure that all natural persons who participated in the preparation of materials pursuant to this Call for Tenders or the concluded Contract are aware of the copyright provisions of this documentation and that they provide appropriate statements to ensure the uninterrupted use of copyright by the Contracting Entity as is presently stated.

Note: The CNTB shall not be obliged to select a tender and is authorized at any stage of the procedure to withdraw from further tendering or acceptance of any tender, until the moment of concluding the Contract with the successful Tenderer, without the right of any tenderer to compensation for any damage that may or may not occur to him for that reason.

Unsuccessful Tenderers shall not have the right to appeal or to be reimbursed for any costs related to this procedure.

23. ANNEXES (Forms)

Annexes (forms) shall form an integral part of this tender documentation for this procurement procedure and their form is stipulated by the Contracting Entity. Tenderers do not have to use the forms provided by the Contracting Entity, but the submitted statements / forms must fully comply with the forms from this tender documentation.

Annex 1

TENDER SHEET

Subject matter of the procurement: Procurement of consulting services, development of a Strategic Marketing and Operational Plan for Croatian Tourism for the period 2012-2025

Name and registered office of the Contracting Entity:

Croatian National Tourist Board, Iblerov trg 10/IV, 10000 Zagreb, PIN (OIB): 72501368180

Telephone + 385 1 4699 333, Telefax: + 385 1 4557 827

Web: www.htz.hr

Tenderer information

Name, registered office and address of the Tenderer:

PIN (OIB) (or the national identification number according to the country of the registered office of the economic operator, if applicable):

IBAN: _____

The Tenderer is in the VAT system
(circle one of the options)

YES

NO

Postal address and email address:

Contact person:

Telephone number:

Fax number:

Tender price excluding VAT:

(tender price in numbers)

(tender price in words)

amount of VAT:

Tender price including VAT:

(total tender price in numbers)

(total tender price in words)

NOTE: If the Tenderer is not in the VAT system or the subject matter of the procurement is exempt from VAT, in the Tender Sheet, in the place provided for entering the tender price including VAT, enter the same amount as entered in the place provided for entering the tender price excluding VAT, and the place provided for the entry of the amount of VAT is left blank.

Tender Validity Period: 90 days.

Veracity of information: By signing this Tender Sheet, the Tenderer declares that all data from the tender are correct and unconditionally agrees that the Contracting Entity may verify their veracity in the process of review and evaluation of the tender.

In _____, _____, _____
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)

* enter the name, surname and job title of the person authorized for representation

Annex 2a

FORM FOR THE STATEMENT OF THE TENDERER THAT THERE ARE NO MANDATORY GROUNDS FOR EXCLUSION FROM PARTICIPATION IN THE PROCUREMENT PROCEDURE

STATEMENT OF GOOD CONDUCT

Which I, _____ *

(name and surname, address / residence, identity card number, ID No / PIN (OIB))

as the person authorized to represent the economic operator / tenderer

(name and registered office of the economic operator / tenderer)

submit on my behalf and on the behalf of the economic operator, that I / the economic operator have NOT been convicted of one or more of the following criminal offences: association for committing criminal offences, criminal association, committing a criminal offence within a criminal association, abuse in a public procurement procedure, unlawful favourable treatment, passive corruption, active corruption, trading in influence, giving bribes for trading in influence, receiving bribes in business operations, giving bribes in business operations, misuse of position and power, misconduct in public office, illegal mediation, passive corruption, active corruption, fraud, business fraud, tax or customs evasion, subsidy fraud, evasion of tax and other contributions, terrorism, public incitement to terrorism, recruitment for terrorism, training for terrorism, terrorist association, financing terrorism, money laundering, human trafficking, human trafficking and slavery, computer fraud, business operation fraud and concealment of illegally obtained money, that is, of corresponding criminal offences under the regulations of the State of the registered office of the economic operator or of the State of origin of the person.

In _____, _____.
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)

* enter the name, surname and job title of the person authorized for representation

Annex 2b

FORM FOR THE STATEMENT OF THE TENDERER THAT THERE ARE NO OTHER GROUNDS FOR EXCLUSION FROM PARTICIPATION IN THE PROCUREMENT PROCEDURE

STATEMENT

Which I, _____ *

(name and surname, address / residence, identity card number, ID No / PIN (OIB))

as the person authorized to represent the economic operator / tenderer

(name and registered office of the economic operator / tenderer)

submit on my behalf and on the behalf of the economic operator, that there are no grounds for exclusion of the tenderer from item 13.2 of this tender documentation, that is, no bankruptcy proceedings have been initiated against the economic operator, that the economic operator is not insolvent or over-indebted, or undergoing liquidation proceedings, that his property is not managed by an insolvency administrator or the court, that he has not entered into a settlement with creditors, that he has not suspended his business activities or is in any similar situation resulting from a similar procedure under national laws and regulations.

In _____, _____.
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)

* enter the name, surname and job title of the person authorized for representation

Annex 3

LIST OF CONTRACTS FOR SERVICES PERFORMED BY THE TENDERER IN THE LAST TEN YEARS (2010-2020)

For the subject matter of the procurement: Consulting services - development of a Strategic Marketing and Operational Plan for Croatian Tourism for the period 2021-2025

Name of Tenderer: _____

Registered office: _____

PIN (OIB): _____

We declare that in the year in which this procedure began and during the ten (10) years preceding that year, _____ (name of the Tenderer) _____ performed services relevant to the subject matter of the procurement and we agree that the Contracting Entity in the procedure of reviewing and evaluating the tender may verify their veracity.

I. National destination marketing strategies and / or plans				
No.	EXACT NAME OF SERVICE / PROJECT, OTHER CONTRACTING PARTY AND DATE OF CONCLUSION OF CONTRACT	BRIEF DESCRIPTION OF THE SERVICE / PROJECT	DATE AND PLACE OF SERVICE PERFORMANCE	CONTACT FOR VERIFICATION (name, surname, email, phone)
1.				
2.				
3.				
4.				
5.				
6.				
7.				

II. Destination marketing strategies and / or plans in Croatia				
No.	EXACT NAME OF SERVICE / PROJECT, OTHER CONTRACTING PARTY AND DATE OF CONCLUSION OF CONTRACT	BRIEF DESCRIPTION OF THE SERVICE / PROJECT	DATE AND PLACE OF SERVICE PERFORMANCE	CONTACT FOR VERIFICATION (name, surname, email, phone)
1.				
2.				
3.				
4.				
5.				
6.				
7.				

III. Destination branding at national or regional level				
No.	EXACT NAME OF SERVICE / PROJECT, OTHER CONTRACTING PARTY AND DATE OF CONCLUSION OF CONTRACT	BRIEF DESCRIPTION OF THE SERVICE / PROJECT	DATE AND PLACE OF SERVICE PERFORMANCE	CONTACT FOR VERIFICATION (name, surname, email, phone)
1.				
2.				
3.				
4.				
5.				
6.				
7.				

IV. Support to tourist boards (DMOs) in the implementation of marketing strategies and plans at the national or regional level				
No.	EXACT NAME OF SERVICE / PROJECT, OTHER CONTRACTING PARTY AND DATE OF CONCLUSION OF CONTRACT	BRIEF DESCRIPTION OF THE SERVICE / PROJECT	DATE AND PLACE OF SERVICE PERFORMANCE	CONTACT FOR VERIFICATION (name, surname, email, phone)
1.				
2.				
3.				
4.				
5.				
6.				
7.				

V. Reorganization and / or establishment of national or regional tourist boards (DMOs)				
No.	EXACT NAME OF SERVICE / PROJECT, OTHER CONTRACTING PARTY AND DATE OF CONCLUSION OF CONTRACT	BRIEF DESCRIPTION OF THE SERVICE / PROJECT	DATE AND PLACE OF SERVICE PERFORMANCE	CONTACT FOR VERIFICATION (name, surname, email, phone)
1.				
2.				
3.				
4.				
5.				
6.				
7.				

In _____, _____:_____. _____
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)

* enter the name, surname and job title of the person authorized for representation

Annex 4

CONTRACTING ENTITY’S CONFIRMATION OF PROPER PERFORMANCE OF THE CONTRACTS ON THE PROVISION OF SIGNIFICANT SERVICES CONSTITUTING THE SUBJECT MATTER OF THE PROCUREMENT IN THE LAST TEN YEARS (2010-2020)

Name and registered office of the Contracting Entity	
Subject matter of the contract	
Time and place of performance of the contract	
Statement of the Contracting Entity on the duly performed contract	<p>We hereby confirm that the tenderer _____ (name and registered office of the tenderer)</p> <p>_____</p> <p>duly performed the contract which is the subject matter of this confirmation.</p>

In _____, _____.
 (place / date)

Contracting entity:

 (stamp and signature of the person authorized to represent the contracting entity)
 * enter the name, surname and job title of the person authorized for representation

+++++

Note: *In order to meet the minimum tender criteria, the tenderer should submit at least three relevant references in the field of Destination Marketing Strategies and / or plans for the national level, implemented in the last ten years and at least three relevant references of destination marketing strategies and / or plans in Croatia implemented in the last ten year.*

Annex 5

COMPOSITION OF THE WORK TEAM AND DUTIES

No.	Name and surname of the work team member	Position in the work team	Duties in the work team
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			
21.			
22.			
23.			
24.			
25.			

In _____, _____, _____
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)
* enter the name, surname and job title of the person authorized for representation

+++++

Note: In order to qualify to work on a project the Contractor must allocate at least:

- one project manager
- one expert in the field of destination marketing
- one expert in the field of destination management
- one expert in the field of destination branding and communication
- one expert in the field of the consumer market segment

Annex 6

CURRICULUM VITAE OF A WORK TEAM MEMBER

General information about the work team member

Suggested position in the work team	
The company where the member of the work team is employed	
Name and surname of the work team member	
Professional qualification / occupation of the work team member	
Total length of service of the work team member	
Length of service of the work team member in the Tenderer's company	
Tasks in the work team	

Work experience of the work team member (List previous work experience, starting with the current one. Indicate dates of employment, company / business / institution names and brief description of tasks).

Date: from (month/year) to (month/year)	
Company/business/institution	
Company/business/institution address	
Job position in the company/business/institution	

List of the most important projects and tasks of the team member on previous jobs

Project name	Contracting entity of the project	Project reference area (see notes)	Brief description of project duties	Project work period: from (month/year) to (month/year)

I confirm that the information provided in the Annex accurately describes my qualifications and work experience.

Signature of the work team member and the authorized representative of the Tenderer

Name and surname of the work team member

Name and surname of the authorized representative of the Tenderer

In _____, _____, _____
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)

* enter the name, surname and job title of the person authorized for representation

+++++

Notes:

I. The reference areas of the project that are scored in accordance with the tender documentation are:

For project manager:

- *strategic marketing plans for tourist destinations at the national level*
- *marketing plan implementation projects*

For expert in the field of destination marketing:

- *strategic and / or operational marketing plans for tourist destinations (countries, regions, or cities) or particular products*

For expert in the field of destination management:

- *development and / or implementation of tourism development strategies or product development plans for tourist destinations (countries, regions, or cities)*

For expert in the field of destination branding and communication:

- *development of branding and / or communication strategies for tourist destinations (countries, regions, or cities)*

For expert in the field of the consumer market segment:

- *market research projects*

II. The tenderer is obliged to submit the respective Annex for each member of the work team allocated for work on the project.

Annex 7

INTEGRITY STATEMENT

Tenderer name, registered office and address:

PIN (OIB): _____

Date: _____

Based on this tender documentation for the subject matter of the procurement of the service of preparing the Strategic Marketing and Operational Plan for Croatian Tourism for the period 2021-2025 (SMOPCT) by the Contracting Entity: Croatian National Tourist Board, Iblerov trg 10/IV, we submit the following

INTEGRITY STATEMENT

I declare in my capacity as the responsible person of the Tenderer, that I am aware of all the provisions of this tender documentation and that we accept them AND that we will perform the subject matter of the procurement in accordance with these provisions and for the price we stated in the tender.

I declare that I am not in a conflict of interest with regard to the subject matter of the procurement or any other circumstances related to the subject matter of the procurement.

I declare that when participating / submitting a tender in the respective procurement procedure, as well as after the possible acceptance of our tender, I will comply with the laws on prevention of fraud and corruption and other related regulations in force in the Republic of Croatia.

I guarantee fairness in the procurement procedure, as well as the absence of any prohibited practices related to the procurement procedure (an act that is corruption or fraud, offering, giving or promising certain inadmissible, unjustified or inappropriate advantage or benefit, which may affect the action or omission of the duty of the Contracting Entity's person authorized to conduct the procurement procedure or another employee of the Contracting Entity), and I agree to the audit of the entire procedure by authorized persons according to the procedure governed by law and I accept the responsibility and appropriate sanctions in case of violation of these rules (liquidated damages, unconditional termination of the contract, misdemeanour and criminal liability, liability for damage to the Contracting Entity and third parties, etc.)

In _____, _____, _____
(place / date)

Tenderer:

(stamp and signature of the person authorized to represent the economic operator)

* enter the name, surname and job title of the person authorized for representation