



**Tender for selection of
umbrella communication concept (*Big Idea*)
and new brand visual identity of Croatia
as a tourist destination**

Terms of Reference

Zagreb, February 2023

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Introduction

1. **Introduction**
2. **Vision and marketing objectives from the 2022 - 2026 Plan**
3. **Desired image of Croatia as a tourist destination**

1. Introduction

The Croatian National Tourist Board is in the final stage of preparing the new *Strategic Marketing and Operational Plan of Croatian Tourism* (hereinafter – Plan) for the next five-year period (2022–2026) with the intention of helping Croatia and the Croatian tourism economy, through tourism, to generate more revenue, ensure sustainable growth, position Croatia as a prestigious tourism brand in traditional and new markets, as well as ensure the satisfaction and loyalty of tourists.

During the creation and development of the new Plan, experts were guided by global trends, changes in expectations and demands of modern tourists, the needs, and desires of key stakeholders in Croatian tourism and a clear vision of sustainable and balanced tourism development in Croatia.

Starting from the 2030 vision of national tourism, which reads:

"Respecting the natural and cultural heritage and unique identity of all regions, we will create sustainable year-round tourism desirable for investment, work and life, which contributes to the harmonious economic development of Croatia",

Developed is the new vision of the Strategic Marketing and Operational Plan of Croatian Tourism:

"Croatia will be acknowledged by 2026 and beyond as a premium, multi segment, sustainable destination, offering a wide range of authentic quality tourism experiences."

The vision implies: recognition by the relevant global media; the perception of a destination offering superior experiences; attracting guests of various segments and interests, especially demanding guests with above-average daily expenditure; high standards of sustainability and environmental protection, and stable socioeconomic growth and satisfaction of the local community, while preserving and nurturing a unique identity, Croatian traditions, and customs.

1.1. Reasons for repositioning of destination

Croatia is currently one of the most attractive tourist destinations in the Mediterranean, which, paradoxically, has one of the lowest daily expenditures per tourist. With the perception of Croatia as an extremely beautiful country and an attractive tourist destination, in most of the main emissive markets, Croatia is largely perceived as an affordable destination for summer holidays on the coast, overcrowded and focused on low-price accommodation.

On the other hand, Croatia is continuously investing in the development of diverse segments of tourism targeted towards guests with greater purchasing power, however, this part of the offer is, unfortunately, insufficiently perceived in the emissive markets.

The goal of Croatia, as a tourist destination, is to reposition itself as a destination with more tourism products and segments, a longer season, better territorial distribution of tourists and higher expenditure per tourist.

However, as long as the mentioned perception is present in the awareness of potential tourists, Croatia will have **difficulties in achieving more sustainable prosperity in tourism**. For the successful realization of the strategy, for which Croatia has more than sufficient attractions, resources and opportunities, the **negative perception of mass tourism, affordable holidays on the coast and unsophisticated demand** must be changed. In this regard, a change in vision, business strategy and competitive advantages is required, and most importantly - required is **a change in the image and key perceptions of the destination** through five dimensions.

	CURRENT STATUS	→	DESIRED OUTCOME
★★★ Sophistication	Low-cost Mediterranean destination		Central European/Adriatic Premium destination
Target	Sun and beach in the coast		Multi-segment and multi-destination
Experience	<i>Dolce far niente</i>		Experiential-active tourism destination
Season	Only July and August		PPS destination
Growth	Unsustainable growth		Environmental and social sensibility

1.2. External services requested by the Croatian National Tourist Board (CNTB)

In order to successfully implement the Plan and the objectives set out in it, the CNTB has set out to collect and select proposals for the provision of the service of developing an ***Umbrella communication concept (Big Idea)***, which will represent the communication and marketing foundation of the Croatian National Tourist Board in the upcoming period (5 to 10 years) and ***of the new brand visual identity of Croatia as a tourist destination***, which should represent the new Croatian tourism brand more permanently.

1.3. Objective and content of documentation

This documentation is substantively arranged in a manner that allows you to understand the context and characteristics of the requested services, and includes:

Section A

An introduction that briefly presents the main objectives and strategy of the Plan;

Section B

A detailed overview of the objective of the assignment that is within the scope of service;

Section C

Proposal collection and selection;

Appendixes.

1.4. Clarifications and interpretations of documentation and appendixes

At the request of the tenderer, the CNTB will, exclusively via e-mail to the address below, remove all ambiguities and provide additional clarifications in order to better understand the process and collect the highest quality proposals.

In case of any questions/ambiguities or need for further clarification, please contact the following email address: brand.natjecaj@htz.hr no later than by:

- 7 March 2023, 12:00 Central Eastern Time (CET) in case of clarification of Phase 1: Pre-qualification, i.e.
- 1 May 2023, 12:00 Central Eastern Time (CET) in case of clarification of Phase 2: Submission of proposals.

In case of ambiguities in the interpretation of this documentation, the Croatian version shall prevail.

2. Vision and marketing goals from the 2022 - 2026 Plan

Vision of the Strategic Marketing and Operational Plan of Croatian Tourism

Croatia will be acknowledged by 2026 and beyond as a premium, multi segment, sustainable destination, offering a wide range of authentic quality tourism experiences.

Marketing objectives

1. Enhanced brand adoption

In 2019, according to the *CNTB Brand Tracker* study, the adoption of the brand in key emissive markets amounted to 20%. Consequently, the goal is to reach 25% by 2026 and 30% in 2030. This implies an increase of 10 percentage points between 2019 and 2030.

2. Increase in average daily expenditure per tourist (net)

In 2019, the average daily expenditure per tourist amounted to €98, and the goal is to reach €115 in 2026, i.e. €130 in 2030. An increase of 33% is forecasted in the 2019 to 2030 period.

3. Stronger PPS Index

The share of arrivals expressed as percentages in the pre-season and post-season (October-May) in 2019 amounted to 17%, and the objective is for it to amount to 23% in 2026, i.e. 28% in 2030. Therefore, in the 2019-2030 period, a growth of 11 percentage points would be achieved.

4. Territorial concentration index

The percentages of overnight stays outside the coastal area in 2019 amounted to 5%, and the objective is to reach 7% in 2026, i.e. 10% in 2030. In the stated period, growth of 5 percentage points would be achieved.

2.1. Desired changes in offerings, values and perception

Neutralize in offerings and perception:

Low yield customers

→

Mass tourism on the coast

→

Peak tourist season

→

Low value-added offerings

→

High carbon footprint activities

→

Crowded destinations

→

Unsustainable tourism

→

Low-meaning tourism experiences

→

Develop image, offerings and values:

High yield customers

Premium tourism throughout Croatia

Pre-season and post-season

High value-added offerings

Low-carbon footprint activities

Destinations without crowds

Sustainable tourism

High-meaning tourism experiences

3. Desired image of Croatia as a tourist destination

Existing brand attributes: beautiful, diverse, exciting, charming, natural, cultural, warm-hearted, safe and sports nation.

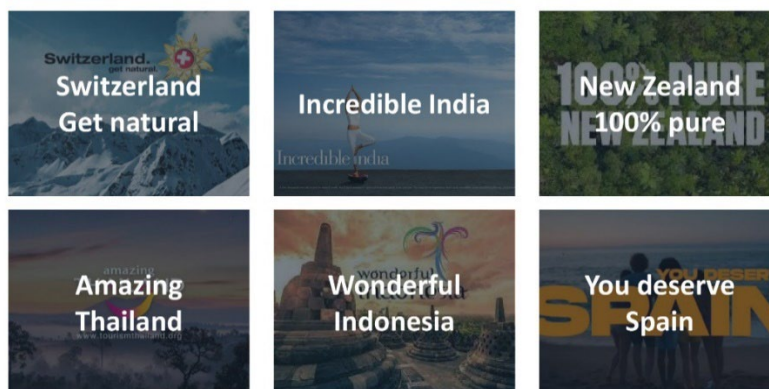
Desirable elements for brand upgrading and repositioning: unique, sexy, prestigious, sustainable, innovative, with an influential culture, finest, anti-stress (relaxing and invigorating).

Framework guideline for the Big Idea

The Big Idea is to attempt to communicate the destination brand to the general public, by creating a strong message that contains the core of the brand that pushes the boundaries of the brand and resonates with consumers. It should be an overarching concept that must be applied to all media and communication channels. A good Big Idea should be applicable to different segments, products, themes and regions as a timeless concept that will be used for many years.

Croatia has several competitive advantages that enable it to be profiled as a globally relevant tourist destination, such as its hospitality, indented coastline and thousand islands, rich and diverse cultural heritage, the charm of its villages and towns, unique cuisine, etc. However, in order to achieve global recognition and strengthen its tourism brand, it is recommended that the key advantage on which the new Big Idea will be based is **“beauty”**. There is a consensus between the inhabitants of Croatia and tourists on the beauty of Croatia, and it is the first association to brand Croatia in a series of studies conducted abroad. Furthermore, the beauty and diversity of the country are the source of Croatia's key competitive advantage. The concept must enhance this perception in order for brand Croatia to be perceived more meaningfully than being only a beautiful destination. The beauty of Croatia encompasses not only unspoiled nature, but also quality of life, cuisine, picturesque cities, culture, people, etc.

The most successful tourist destinations have a big idea that is strong, true and relevant to consumers, and the destinations highlighted below have some of the most recognizable communication concepts.



Beauty should be the driving concept behind the repositioning

A key attribute that should be considered when designing the repositioning concepts is **beauty**.



Beauty is one of the top three reasons for choosing a destination, along with safety and hospitality.



It is the main strategic wealth of Croatia and, at the same time, the strongest and most prominent differentiator of the country as a tourist destination.



It is fully accepted on the market, as well as among Croats.



It is the best strategy for immediate repositioning.

In addition to beauty as the main attribute for repositioning, the following criteria should also be taken into account:

Premium offer:

Croatia should be perceived as a premium destination that can cater to the needs of the most discerning travellers. Its high-quality offerings and attentive service highlight it as a destination without equal.

Multi-segment and multi-destination:

Since Croatia is a plural nuanced destination, it has the possibility of catering to the different segments of tourism demand. In a relatively small territory, travellers can enjoy a wide range of authentic and unforgettable experiences and services.

Experiential destination:

Croatia should be perceived as a destination that offers countless adventures and experiences to be enjoyed with the five senses. A destination that must awaken the desire for conscious and intense living.

Ideal for PPS:

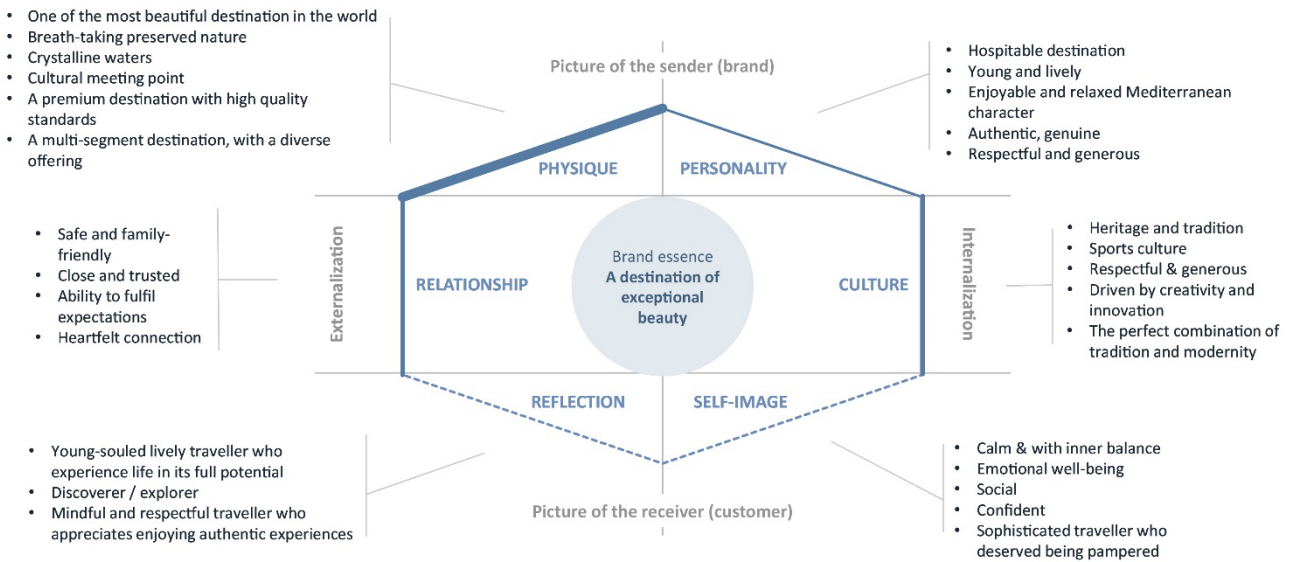
Croatia's Mediterranean climate and its wide range of activities beyond Sun & Sea make it an ideal destination for off-season holidays and getaways.

Sustainable destination:

A destination committed to the preservation of its natural and cultural heritage, as well as to the development of its local communities in harmony with tourism..

When conceiving the key ideas, also taken into account should be the brand Croatia identity prism below, the goals in correlation with the desired image, the national brand system, target groups and target geo-zones.

The prism of Croatia's brand identity

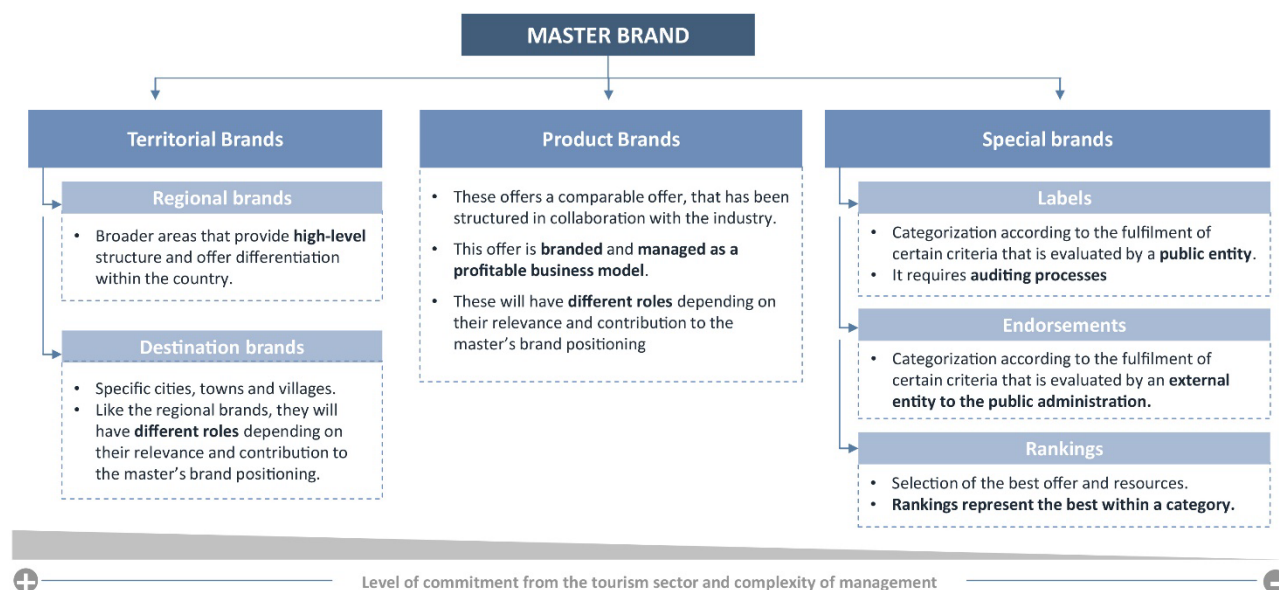


Repositioning guidelines in accordance with objectives

Objectives	Desired images and perceptions						
1. Increase purchase intention	The most beautiful destination	Crystalline waters	A one-of-a-kind archipelago	Good value for money	A multi-segment destination	Diverse offering	Safe and hospitable
2. Increase average daily expenditure per tourist	Premium destination	High-quality offering	Outstanding service	A destination of flavours, top-quality fresh fish and seafood, truffles, wine	Diverse offering	The ultimate nautical destination	Irresistible way of life
3. Enlarge tourism season, thus improving PPS Index	All-year round	Diverse offering	Optimal connectivity	Appealing tourist attractions	Sports and adventure options	Renowned festivals and events	Exceptional climate
4. Reduce tourism geographical concentration	Authenticity	Breath-taking nature	A cultural meeting point	Villages and towns to take you back in time	A place to relax and escape, the ultimate getaway	Rich and diverse regional heritage	Optimal connectivity within the country
Sustainable destination	Sustainable	Socially committed	Ecologic	Environmentally responsible	Responsible	Inclusive	Local authenticity

Proposal for a national system of brands

The existing brand architecture of Croatian tourism consists of too many individual brands and sub-brands (more than 200 - counties, regions, cities, municipalities...), and there is an unclear hierarchical relationship between them. In addition to being confusing for potential guests, they do not contribute to strengthening the familiarity of certain destinations, as well as the uniqueness of the story of certain regions. Therefore, the task of the new brand architecture, in a creative way, is to design (in addition to the umbrella brand) a group of territorial brands and product brands (as key categories). In addition to them, as permanent categories, special brands (of a temporary nature) should be designed, which relate to marks, rankings, etc. It is also important to indicate a clear interrelationship between the umbrella brand and individual brands.



Target segments

Segments	Make them know	Make them feel	Benefits (brand promise)
<p>The Rejuvenators <i>To relax and escape</i></p>	<p>Croatia is the perfect destination for a getaway from everyday life, to enjoy the outmost tranquillity and relaxation, and therefore every penny spent is worth it.</p>	<p>To experience the beauty of Croatia will make you feel positive and different, a complete sensation of wellbeing.</p>	<ul style="list-style-type: none"> • Evasion • Peace of mind • Rest • Comfort

<p>The Adventurers <i>To excite and thrill</i></p>	<p>Croatia is a suitable destination for exceptional, adventurous and exciting activities.</p>	<p>Croatia is a place to feel adrenaline rush to the full.</p>	<ul style="list-style-type: none"> • Excitement • Feeling alive • Adventure • Nature
<p>The Authentic Experiencers <i>To Discover and Learn</i></p>	<p>Croatia is a genuine and exciting destination to be discovered, a meeting point between East and West and a crossroads of many cultures.</p>	<p>Croatia's untouched scenery, heritage and traditions becomes a source of inspiration and a place to experience history</p>	<ul style="list-style-type: none"> • Excitement • Culture • Inspiration • Knowledge
<p>The Luxury Pursuers <i>To Spoil and Pamper</i></p>	<p>Croatia is a destination tailored to the needs of the most discerning travellers. An exclusive destination with the most premium experiences to pamper your 5 senses.</p>	<p>Let yourself be pampered with Croatia's exceptional products and services in the most beautiful and idyllic destination in Europe.</p>	<ul style="list-style-type: none"> • Quality • Self-indulgence • Uniqueness • Comfort

Target geo-zones

The geo-zones were identified within two main dimensions: the drive-in regions and the fly-in regions.

Drive-in regions

Croatia should focus its efforts on areas of existing demand and the following priority emissive markets (15 geo-zones and 9 countries have been identified as priorities):

Geo-zones encompassing drive-in regions

Country	City	Population – metropolitan area (2021)	GDP per capita (2020)
Germany	Munich	3 619 422	58 667\$
Italy (metropolitan areas of listed cities)	Venice	2 703 984	31 835\$
	Milan	6 698 534	42 616\$
	Bologna	1 542 748	38 116\$

Hungary	Budapest	3 033 638	46 680€
	Debrecen	526 164	27 013€
Austria	Vienna	2 890 577	53 214€
	Graz	646 099	52 568€
	Linz	808 545	45 469€
Czech Republic	Brno	1 195 327	33 936€
Serbia	Belgrade	1 687 132	21 291€
Slovakia	Bratislava	677 024	43 952€
	Kosice	802 092	19 267€
Slovenia	Ljubljana	555 948	49 235€
BiH	Sarajevo	555 210	22 171€

Fly-in geo-zones

We are connected to 125 airports (direct flights), divided into 35 geo-zones:

- 12 lead
- 14 support
- 9 complementary

Croatia's drive-in geo-zones are classified into 3 priority categories



Geo-zone prioritization matrix results



35 medium- and high-capacity fly-in geo-zones are identified



B

Terms of reference

1. Objective of the assignment
2. Scope of service of Tender A – Umbrella communication concept
3. Scope of service of Tender B – Brand visual identity

In order to effectively achieve the objectives set out in the 2022-2026 Plan and to change the image of Croatia as a tourist destination, as well as to build a stronger brand, the CNTB will invest increased efforts in the comprehensive presentation of the Croatian tourist offerings in selected target groups (segments and geo-zones).

The measures will include various integrated communication tactics, with primary emphasis on *online*, while retaining a smaller segment of the *offline* channel. The measures will refer in particular to advertising, media relations, social media content management, brand content, etc.

In order to effectively implement the measures, the CNTB plans to use the *Big Idea* concept, which will act as the foundation of tourism communication. With this in mind, through this international tender, the CNTB strives to collect proposals from highly specialized tenderers with many years of experience that is relevant in this field.

In order to present the new Croatian tourism brand and symbolically open a new era in international positioning and tourism communication, we also want to select and adopt a new brand visual identity of Croatia as a tourist destination. In this context, by means of this tender, we want to encourage tenderers from Croatia and abroad with references to submit their proposals.

1. Objective of the assignment

In order to bring to life the planned goals and successfully communicate to the world all the stated values of the Croatian brand and the Croatian tourism offerings, the aim of this tender is to take communication, promotional and visual steps forward in the presentation of Croatia, i.e. to create an overall creative concept that goes beyond the traditional slogan and communication direction, as well as the logo and accompanying elements of brand visual identity, which will symbolize all the strength of the national tourism brand and the new period of Croatian tourism.

Although these are two separate assignments, where assignment A refers to the creation of an umbrella communication concept, and assignment B to the development of a brand visual identity, **tenderers have the option of applying for both assignments or only one assignment.**

Furthermore, it is important to emphasize that these are related tasks that will ultimately have uniform communication brand elements, which implies mutual cooperation and possible adaptation of the Tenderer's concept if the same tenderer is not selected for both tasks.

A. Umbrella communication concept (*Big idea*)

What do we expect?

The CNTB expects an umbrella communication concept, a key idea, a strong concept that will form the foundation of tourism communication over a foreseeable period of time, a concept that will be sustainable, yet also adaptable to specific objectives. Ogilvy wrote in 1983: "I doubt if more than one campaign in a hundred contains a Big Idea."

The CNTB is looking for a fresh and provocative approach that will retain attention, stimulate the mind and provoke emotions in the target group. The umbrella communication concept must be unique, yet simple and easy to understand. The umbrella communication concept cannot be reduced to simply listing the advantages and attributes of the Croatian tourism offering. The intention is to be emotionally, mentally, physically and spiritually connected to our customers. We want our customer to experience Croatia even before deciding to visit! At the heart of the new concept should be **beauty**, as Croatia's key competitive advantage, but also a key motive to visit.

Key image determinant:



- ❖ A beautiful destination that has managed to preserve its unspoiled beauty, authenticity and environment.
- ❖ In a world where connectivity, industrialization and globalization have led to the decline of many destinations, Croatia has become an Adriatic miracle because it is pure, has unspoiled beauty, and preserves its originality and historical authenticity together with the comforts of a modern European country.
- ❖ Croatia must capitalise on what is already an indisputable attribute in the minds of many travellers around the world, regardless of whether they have previously visited Croatia.
- ❖ An attribute without equal that encompasses the greatest treasure of the destination and the source of its competitive advantage.

Beauty is a technical concept that should inspire the new Big Idea, such as for example:

TECHNICAL CONCEPT	"BIG IDEA"
Cancun is where your holiday dreams come true.	<i>The Magic Word</i>
Spain offers a wide variety of possibilities for a fun family holiday with children in a sunny climate.	<i>Everything under the sun</i>
Spain offers you an intense holiday to enjoy life.	<i>Passion for life</i>

Core criteria

The following are the criteria that will guide us when choosing the Umbrella communication concept (*Big idea*):

1. The umbrella communication concept must be ***unique, comprehensive, durable, recognizable, memorable and purposeful.***
 - Uniqueness implies the impossibility of connecting with any other destination.
 - Comprehensive by foreseeing a diverse range of promotional messages, which will not be uniform and monotonous.
 - Long-lasting by not being dependent on a limited timeframe context and continued acceptance among citizens and customers.
 - Recognizability is reflected in a clear visual and impressive promotion of Croatia as a tourist destination different from competitive destinations.
 - Memorable by achieving that the consumer recalls these promotional messages and correctly associates it with what Croatia has to offer.
 - The promotion must be purposeful and meet the desires, needs and expectations of the end consumer.

2. The Big Idea concept must have the ***capacity to grow and evolve.*** It must be adaptable to modern conditions and develop together with the Croatian brand. Of exceptional importance is the possibility of implementing the new concept, the key ideas in the development of the national brand system (brand architecture). The umbrella communication concept must be sustainable and adaptable to different areas and branding methods.

3. The Big Idea must be ***flexible enough*** and big enough to be implemented through various media and as part of other promotional materials.

4. The Big Idea must be ***unifying, fertile and global.***
 - Unifying by being bold enough to translate equally well across all media providing strong, unified selling messages, not simply capable of carrying the slogan.

- Fertile by being able to inspire many different messages.
 - Global by not being related exclusively to cultural or social aspects of the local nature.
5. The Big Idea should capture *the essence of Croatia's brand* and be able to protect the same values; moreover, they set the foundation and the tone of the brand communication.

B. Brand visual identity of Croatia as a tourist destination

What do we expect?

Based on the principles of the Big Idea, the CNTB wants to develop a new logo whose shapes and colours are aligned with the identity and competitive advantages. The new brand visual identity should be aligned with the above recommendations and mark a new chapter in the positioning of Croatia as a tourist destination. Namely, the current brand visual identity largely creates the perception of Croatia as an affordable summer holiday destination for a wide range of tourists. The change of brand visual identity will enable the bringing to life of new perceptions related to new different segments and products, premium services and destinations for pre-season and post-season.

The CNTB expects selected tenderers to prepare a proposal for the brand visual identity of the brand that will include a graphical representation (isotype), i.e. a symbol, or a representation of the name in a creative manner (logotype), or a combination of a graphical representation and the name in a single visual representation with accompanying typography and colour palette.

Analysing the competition in this area, three different approaches to brand visual identity design can be identified:

- *Descriptive approach.* Colours, and especially graphics, are expected to describe, in a synthetic manner, Croatia's main attributes.
- *Conceptual approach.* The brand visual identity of the brand is extremely simple, and the contained graphics and related perceptions make up the concept of the brand itself.
- *Semantic approach.* Use of a system of cues for simple visual representation and for encouraging the appropriate perception. However, the use of colours, symbols, typographies, etc. should enable consumers to consistently perceive the concept of the brand itself and depict Croatia as an attractive tourist destination.

Thus far, the CNTB has been guided by a semantic approach to design, i.e. using cues that encourage appropriate perceptions. Namely, consumers perceive the brand of a particular tourist destination as a concept that consists of an entire range of features, perceptions and associations that, together, provide a specific meaning to that particular destination. Moreover, the concept is specific in the sense that it allows us to differentiate a particular destination from all other destinations.

The CNTB wants Croatia, as a tourist destination, to be presented as a unique destination, distinct from the rest. The objective with end consumers is primarily to develop recognizability and a positive perception of Croatia as a tourist destination. Therefore, it is necessary to design a visual that will convey messages that encourage the creation of appropriate perceptions in potential customers, all in order for the concept of the brand itself to be recognized in the minds of consumers.

In short, the brand of Croatia as a tourist destination largely depends on the cues contained in the communication itself, and in particular the signs contained in the brand visual identity of the brand, through colours, shapes, graphics, typographies, etc.

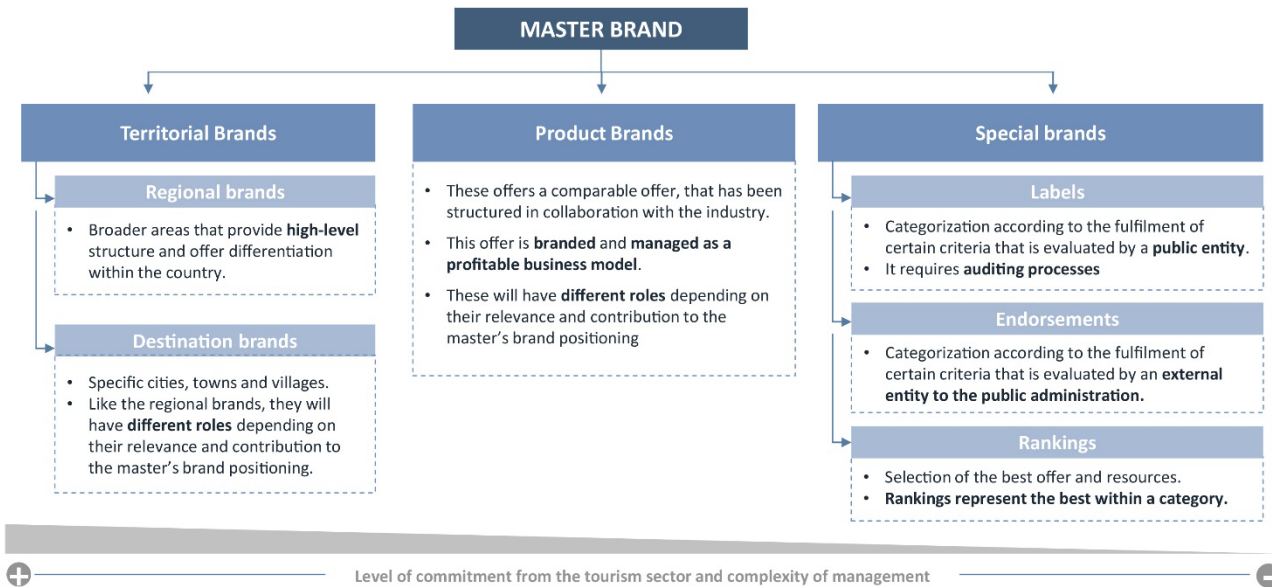
Perception is created in a fraction of a second, usually automatically and unconsciously. Thus, the task of the tenderer should be focused on the creation of signs that encourage the desired perceptions in such a manner that the potential customer recognizes the attractiveness of the brand and the concept of the brand as such.

Applying the described approach, the generated perception will contribute to the creation of a unique concept that will indicate the peculiarity, value and specific features of Croatia as a tourist destination. National, political, historical and administrative symbols are often irrelevant in this respect, and their use often misses the opportunity to send effective messages and has a negative impact on target consumers.

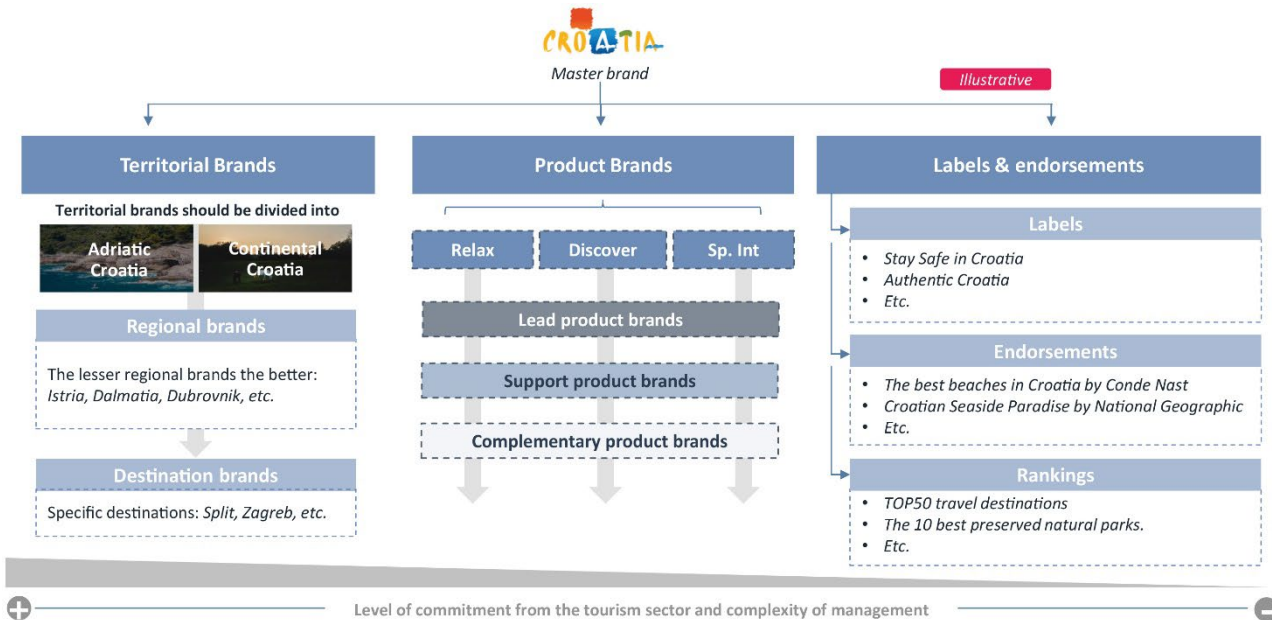
The images and perceptions that must be associated with the brand concept through the cues contained in the visual representation of the brand itself are presented in the previous section.

The new visual identity must also be adapted to application in distinct sub-brands, in accordance with the proposed brand architecture.

The destination brand should become the “master brand” of an architecture of sub-brands, labels, endorsements and rankings:



The current architecture needs to be better defined and enriched:



Core criteria

The following criteria will be used as a guide when selecting the new brand visual identity:

- **Simplicity, ease of remembrance and appeal**
The design must be original and allow the consumer to recognize the essence of the visual depiction in the first five seconds of observation.
- **Cues to include**
The images and desired perceptions of the brand are contained in the previous section of this document. The most important ones are highlighted, and the tenderer must select those perceptions and signs that will generate signals, and concentrate exclusively on them.
- **Usability**
The brand visual identity must be suitable for easy use in print ads, on websites, social media, exhibition stands, promotional materials, etc.
- **Efficiency**
Above all, the brand visual identity must pass the test in the most important markets (which will be carried out in the area of the eight most important markets), which will measure the level of spontaneous association resulting from the observation of the visual representation of the brand and the desired perception.
- **Brand essence**
The brand visual identity should encompass the essence of the Croatian brand as a tourist destination and, as such, promote the same values and, at the same time, set the tone and style of communication itself.

2. Scope of service of Tender A - umbrella communication concept

The CNTB, as the client, is interested in collecting proposals regarding the provision of the following services:

- a. Creation of an umbrella communication concept (*Big idea*).
- b. Presentation of the application of potential materials that would demonstrate the flexibility of the umbrella communication concept (*Big idea*) and the possibility of its development and application.
- c. Evaluation and verification of the produced materials, as a result of the application of the umbrella communication concept, over a 12-month period after the selection of the concept and signing of the Agreement (100 work hours).

2.1. Deliverables that should be provided by the selected tenderer

The following deliverables should be provided by the selected tenderer:

- Umbrella idea (Big idea)
- Concept meaning and background story
- Slogan adapted to a minimum of 18 languages (Croatian, English, German, Italian, French, Spanish, Slovenian, Czech, Slovak, Polish, Dutch, Swedish, Hungarian, Russian, Chinese, Korean, Japanese and Portuguese)
- Key messages to be used in communication, which convey the Big Idea (minimum of 10)
- Proposal for communication of the national brand system (brand architecture) – tags, recommendations and ranking
- Visual context - symbols, colours and icons that convey the message of Big Idea
- Moodboard - photos and motifs related to the idea itself (minimum of 10 pictorial representations)
- 20 terms, words or phrases associated with the Big Idea and examples of application
- Script and storyboard for a 30 second TVC
- Design example for print media (1/1, 1/2, 1/4)
- Design example for online banners – static (970x250px, 300x600px,300x250px) and animated (970x250px, 300x600px,300x250px)
- Designing the creative concept of the Image Ad (1080x1080 px) and Reel Ad (10 seconds) in line with the umbrella communication adapted for social media
- Design example for OOH (city light, billboard, poster) and roll-up banner
- Design example of the CNTB website homepage (design, web colours, web fonts, guidelines):
 - mobile and desktop version of the croatia.hr website homepage
 - mobile and desktop version of 3 sub-pages of tourism products on croatia.hr
 - mobile and desktop version of the htz.hr corporate website homepage
 - one page of mobile app

- Design example for brochure cover page
- 10-second radio spot script

The deliverables also include production, whose realization is expected after the selection of the umbrella communication concept, and it must necessarily include:

- Composing the original music for the campaign
- 60-second, 30-second, 15-second TVC production in English that encompasses new production in minimum 4K resolution,
- 10-second radio spot production,
- Photographing, processing and delivering 50 high-resolution photos (minimum 20 MP).

The Tenderer may also add a larger quantity of photographs and items to the Production cost estimate that are not listed as mandatory, and it considers are necessary for the production of promotional materials that will communicate the Big Idea. In the Production cost estimate, it is not necessary to add items that are related to the adaptation of produced materials to diverse advertising formats. All of the above should be taken into account by the Tenderer when forming the value of production (cost estimate), which is included in the total price of the proposal.

The selected tenderer will, if required, enter changes to the proposed communication concept.

Furthermore, the selected tenderer undertakes towards the CNTB as client to ensure 100 hours for the evaluation and the assessment of the produced materials as a result of the application of the Big Idea for the following twelve (12) months after the signing of the Agreement.

All additional explanations of the Tenderer related to the Production, Cost Estimate and delivery of services can be optionally explained in Appendix 2 - Additional clarifications related to the Cost Estimate and delivery of services.

3. Scope of service of Tender B – Brand visual identity

The CNTB, as the client, is interested in collecting proposals regarding the provision of the following services:

- a. Design of the brand visual identity Croatia as a tourist destination.
- b. Presentation of potential materials that would demonstrate the flexibility of the brand visual identity and the possibility of developing and applying it.

3.1. Final services delivered by the selected tenderer

The following deliverables should be provided by the selected tenderer:

1. A Brand Manual comprising:

- Explanation of the creative concept and the origin of the logo that is based on the vision, values and attributes of the brand explained in the tender text
- Logo / isologo
- Basic application
- Construction
- Protected area
- Minimum and maximum size
- Permitted use of the logo and isologo
- Colour positive and negative
- Monochromatic positive and negative
- Typography (primary and secondary)
- Colours (primary and secondary)
- Brand logo + slogan in 18 languages (Croatian, English, German, Italian, French, Spanish, Slovenian, Czech, Slovak, Polish, Dutch, Swedish, Hungarian, Russian, Chinese, Korean, Japanese and Portuguese)
- Corporate logo* that includes the organization name *Croatian National Tourist Board* in 18 languages (including Croatian, English, German, Italian, French, Spanish, Slovenian, Czech, Slovak, Polish, Dutch, Swedish, Hungarian, Russian, Chinese, Korean, Japanese and Portuguese)
- Brand logo + www.croatia.hr
- Brand logo + other brand (co-branding)
- Slogan proposal + logo (optional, not a requirement)

* The corporate logo is intended for business communication and can be different from the brand logo, while maintaining certain recognizable elements or combining them.

Example of Slovenia:



** The translation of the organization name *Croatian National Tourist Board* in 18 languages is provided by the CNTB

2. Application

- Stationery – business card, letterhead, business folder, envelopes (American, A5 and A4), power point presentation etc.
- Ad formats – print ads (1/1, ½, ¼), online banners (970x250px, 300x600px, 300x250px), OOH, video material
- Promotional materials – planner, umbrella, t-shirts, ballpoint pens, mugs, beach towels, bags (canvas and paper), USB etc.
- Other material – (welcome/goodbye) signs at border crossings (400x300cm) etc.

C

Selection procedure and eligibility

1. Eligibility and phases
2. Phase 1: Pre-qualification
 - Assignment A – Development of umbrella communication concept
 - Assignment B – Development of brand visual identity
3. Phase 2: Submission of proposals
 - Assignment A – Development of umbrella communication concept
 - Assignment B – Development of brand visual identity

1. Eligibility and phases

The tender is divided into two phases: (1) pre-qualification and (2) proposal submission phase.

(1) Phase 1: Pre-qualification

All tenderers that comply with criteria described in tenderer eligibility provisions may participate in this phase. Up to five (5) tenderers will be selected for Assignment A - Development of an umbrella communication concept (Big Idea) and up to ten (10) tenderers for Assignment B - Development of brand visual identity. Thereby, taken into account will be submitted documentation proving specific conditions described below.

International agencies, domestic agencies, individuals and joint tenderers can apply for the tender. The tenderer may not participate in more than one (1) joint tender. Noncompliance shall mean disqualification of all joint tenders in which the tenderer is participating. Joint tenders may be composed of a maximum of three (3) single members (tenderers). Within the joint tender, it is necessary to define the lead tenderer within the joint tender, with whom the agreement will be concluded and who is responsible for issuing the necessary guarantees.

Selected tenderers shall be invited to participate in the second phase of the tender. All selected tenderers shall be notified by e-mail to the same e-mail address received in the pre-qualification phase as official e-mail address. All selected tenderers shall confirm by email their participation in written form in the period of two (2) working days after being invited to the submission phase. If CNTB fails to receive their confirmation, the CNTB may select an alternative tenderer from the pre-qualification phase list to join the submission phase and deliver its proposal.

Tenderers that were not selected in the pre-qualification phase shall not have the right to appeal or the right to any other cost reimbursement or compensation for damages incurred, or that may have been incurred due to their participation in the pre-qualification phase.

(2) Phase 2: Submission of proposals

In this phase of the tender process, the Expert Selection Committee shall select the tenderer whose proposal and presentation of the concept contained in the proposal are assessed as the most successful. The prescribed content of the proposal, as well as the presentation plan, are elaborated in detail below.

2. Phase 1: Pre-qualification – selection criteria and submission deadline

In the tender pre-qualification phase, no conceptual designs are required. Tenderers must present the evidence listed below under the criteria for the stated assignment.

The deadline for application and submission of documentation in the pre-qualification procedure is 13 March 2023, 12:00 Central Eastern Time (CET), and applications are sent by e-mail to: brand.natjecaj@htz.hr and postupci.nabave@htz.hr. The Tenderer may, if it deems necessary, deliver the proposal by mail to the address Croatian National Tourist Board, Iblerov trg 10/IV, 10000 Zagreb, Croatia.

2.1. Criteria for Assignment A - Development of umbrella communication concept (Big Idea)

A. Basic eligibility criteria for the pre-qualification procedure

Criterion	Evidence	Form
Demonstrated experience in designing creative concepts and visual identity of brands	Prominent general references, i.e. most significant projects and key clients (contracts) in the last three (3) years (2020 – 2022)	Form 3
	Prominent general references i.e. most significant projects and key clients proving the required expertise and experience in branding tourist destinations and tourism in the last four (4) years (2019 – 2022)	Form 4
	Big Idea Book – umbrella communication concept for at least one (1) global destination (not a requirement*)	Annex 2
	Company presentation containing at least the following company data: company structure, list and description of services, company resources, notable references, short CVs of key company employees	Annex 1
Professional recognition	List of relevant awards over the last five (5) years (2018 – 2022)	Form 5

Proof of experience	CVs of team members - brand consultant/strategist - creative director	Form 6
Proof of company	Minimum five (5) years of company operations in the area of branding	Form 2
Proof of payment of taxes	Statement of paid taxes from competent tax body**	Certificate or Form 8
Proof of no pending criminal proceedings	Statement of no pending criminal proceedings	Form 7

* On the basis of this criterion, tenderers will not be eliminated from the tender, but if the Tenderer meets the specified criterion, this can be taken as an advantage in the evaluation process.

** If the Tenderer is not able to submit the Certificate of the competent tax authority on taxes paid, this can be supported with valid proof and, instead of the Certificate, fill in Form 8 (Declaration of payment of taxes).

The CNTB may verify at a later point the validity of the data, recommendations, evidence and capabilities. In the event when evidence is unclear or is not delivered, the CNTB shall invite the tenderer to clarify or submit the evidence within the period specified by the CNTB. In the case of a joint tender, all evidence and forms must be submitted and signed by all tenderers. The CNTB reserves the right to disqualify any tenderer the CNTB believes has submitted incomplete or inaccurate information.

B. Team of experts

In the tender process, the tenderer in the pre-qualification phase must provide at least two (2) experts who, as members of the work team, will be in charge of providing the services required by this tender, who must meet the following conditions:

1. brand consultant/strategist, must be employed with the tenderer or have a business cooperation agreement with the tenderer for this project or in general for such projects (e.g. service contract or similar) and:
 - have a university degree,
 - have at least 8 years of experience as a consultant for strategies and/or brands,
 - obligatory experience in participating in the development of at least one (1) city/regional/country brand.

2. creative director, must be an employee of the tenderer or have a business cooperation agreement with the tenderer for this project or in general for such projects (e.g. service contract or similar) and:
 - have a university degree,
 - have at least 7 years of experience as creative director,

- obligatory participation in a project for the development of at least one (1) brand or at least one (1) campaign for the positioning of a tourist destination.

In addition, at least one (1) person of the work team must speak, read and write in English or Croatian at an advanced level to ensure ease of communication.

In the pre-qualification phase of the tender, the tenderer must enclose all the required documentation on the team members for the purpose of proving the appropriate qualifications listed as a condition in the main criteria for the pre-selection phase of the procedure. Furthermore, the tenderer must prove that the two mentioned experts who make up the tenderer's team have work experience in the field of brand development, branding and positioning, i.e. brand promotion. The tenderer proves this by providing the CVs of the experts and, upon request by the CNTB, other corresponding evidence (certificates, agreements etc.).

C. Evaluation

The Expert Selection Committee evaluates the received applications by assessing each individual criterion using an evaluation scale. A maximum of five (5) tenderers will be invited to the second phase. In the case of a joint proposal, the CNTB will take into account the submitted proof of all tenderers submitting the joint proposal. If two or more valid proposals are equally ranked according to the proposal selection criteria, the Client will choose the proposal that was received first.

D. Language

Tenderers participating in the pre-qualification phase of the tender must use the English or Croatian language in written correspondence concerning the tender itself and in the accompanying documentation. The materials shall be submitted in the English or Croatian language.

E. Forms

- Tender submission form no. 1. Tender form
- Tender submission form no. 2. General information about the tenderer(s)
- Tender submission form no. 3. List of general references, key projects and key clients (contracts) in the last three (3) years (2020 – 2022)
- Tender submission form no. 4. List of general references, key projects and key clients (contracts) proving the required expertise and experience from the area of branding tourist destinations in the last four (4) years (2019 – 2022)
- Tender submission form no. 5. List of prominent awards in the last five (5) years (2018 – 2022)
- Tender submission form no. 6. CVs of work-team members
- Tender submission form no. 7. Statement of good conduct
- Tender submission form no. 8. Statement of paid taxes

F. Annexes

Annex no. 1. Company presentation containing at least the following company data: short description, notable references, short CVs of key company employees.

Annex no. 2. Big Idea Book – example of umbrella communication concept for at least one globally recognised tourist destination.

2.2. Criteria for Assignment B - Development of brand visual identity

A. Basic eligibility criteria for the pre-qualification procedure

If the tenderer is a company or a natural person, the following proof of eligibility must be presented.

Criterion	Proof	Form
Proven experience in designing creative concepts and visual identities of brands	List of works and references in the field of preparing creative concepts related to brand visual identity in the past seven (7) years (2016 – 2022)	Form 3
	Example of at least one designed brand visual identity - Brand Manual	Annex 1
	Company presentation containing at least the following company data: short description, notable references, short CVs of key company employees	Annex 2
Tenderer's proof of experience	CV, list of works and general references, i.e. notable projects in the past seven (7) years (2016 – 2022)	Form 5
Professional recognition	List of relevant professional awards in the past seven (7) years (2016 – 2022) (not required*)	Form 4
Proof of good conduct	Statement of good conduct	Form 6
Proof of no pending criminal proceedings	Statement of no pending criminal proceedings	Certificate or Form 7

* On the basis of this criterion, tenderers will not be eliminated from the tender, however, if the tenderer meets the specified criterion, this can be taken as his advantage in the evaluation process.

** If the tenderer is not able to submit the Certificate from the competent tax authority on the taxes paid, this can be supported with valid proof and, instead of the Certificate, Form 7 can be filled in (Declaration of taxes paid).

The CNTB may verify at a later point the validity of the data, recommendations, evidence and eligibility. In the event when evidence is unclear or is not delivered, the CNTB shall invite the tenderer to clarify or submit the evidence within the period specified by the CNTB. In the case of a joint proposal, all evidence and forms must be submitted and signed by both tenderers. The CNTB reserves the right to disqualify any tenderer the CNTB believes has submitted incomplete or inaccurate information.

B. Evaluation

The Expert Selection Committee evaluates the received applications by assessing each individual criterion using an evaluation scale. A maximum of ten (10) tenderers will be invited to Phase 2. In the case of a joint proposal, the CNTB will take into account the submitted proof of all tenderers submitting the joint proposal. If two or more valid proposals are equally ranked according to the proposal selection criteria, the Client will choose the proposal that was received first.

C. Language

Tenderers participating in the pre-qualification phase of the tender must use the English or Croatian language in written correspondence concerning the tender itself and in the accompanying documentation. The materials shall be submitted in the English language and Croatian language.

D. Forms

- Tender submission form no. 1. Tender form
- Tender submission form no. 2. General information about the tenderer(s)
- Tender submission form no. 3. List of works and references from the area of creative concepts related to brand visual identity in the past seven (7) years (2016 – 2022)
- Tender submission form no. 4. List of prominent awards in the last seven (7) years (2016 – 2022)
- Tender submission form no. 5. CVs, list or works and general references, i.e. notable projects in the past seven (7) years (2016 – 2022)
- Tender submission form no. 6. Statement of good conduct
- Tender submission form no. 7. Statement of paid taxes

E. Annexes

Annex no. 1 Company presentation containing at least the following information: short description, selected references, short CVs of the company's key employees;

Annex no. 2 Example of at least one designed brand visual identity - Brand Manual.

3. Phase 2: Submission of proposals

Preparations for the submission of proposals

The selected pre-qualified tenderers shall be informed and invited via e-mail to a short online briefing. The aim of the online briefing is to answer all the questions from selected tenderers related to this procedure in order to prepare the highest quality proposals.

Pre-qualified tenderers are required to sign a Confidentiality Statement, which will be submitted individually, without public call. In the case of a joint tender, the Confidentiality Statement shall be signed by all members of a joint tender, each individually. Only those tenderers that sign the Confidentiality Statement are entitled to continue with participation in the procedure.

Contents of the proposal

Tenderers participating in Assignment **A - Development of umbrella communication concept (Big Idea)** must present their creative concept, the idea of the concept itself, demonstration of the flexibility and versatility of the concept and all its constituent elements necessary to ensure a good understanding of the proposed concept.

Tenderers participating in Assignment **B - Development of brand visual identity** must present their brand visual identity proposal and all its constituent elements necessary to ensure a good understanding of the proposed creative concept.

The proposed Big Idea concept and brand visual identity proposals, as well as their key constituent parts should not be registered as a trademark, or other form of intellectual property, nor in use in the manner that they have gained distinctiveness or are already recognizable on the market which the tenderer is required to pre-check. If it is determined that the proposed communication concept and/or visual brand identity is previously protected as a trademark or other form of intellectual property, the tenderer shall bear all liability, as well as all possible costs that may arise.

Proposals shall be submitted by e-mail to the address brand.natjecaj@htz.hr and postupci.nabave@htz.hr no later than by 12:00 noon (CET) on 15 May 2023. The tenderer may, if deemed necessary, submit the proposal also by mail to the address Croatian National Tourist Board, Iblerov 10/IV, 10 000 Zagreb, Croatia. Personal delivery of proposals is not possible. Proposals are submitted in the form of a presentation (in PDF format), which must contain an overview of the content with page numbers, and all pages in the proposal must be numbered.

3.1. Submission of proposals: A – Umbrella communication concept (Big idea)

The presentation and proposal of the umbrella communication concept (Big Idea) must contain the following:

- Umbrella idea (Big idea)
- Concept meaning and background story of the concept
- Slogan adapted to a minimum of 5 languages (Croatian, English, German, Italian, Hungarian)
- Key messages to be used in communication, which convey the idea of the umbrella concept (minimum of 10)
- Proposal for communication of the national brand system (brand architecture)
– slogans, recommendations and ranking (short description)
- Visual context - symbols, colours and icons that convey the message of the Big Idea
- Moodboard - photos and motifs related to the idea itself (minimum of 10 pictorial representations)
- 20 terms, words or phrases associated with the Big Idea
- Script and storyboard for a 30-second TVC
- Example of creative concept for ad – print ad (1/1), online banner (static)
- Filled in cost estimate with accompanying financial proposal

All written correspondence of the tenderers selected for the second phase of the tender shall be in the English or Croatian language. Proposals and all related documents shall be in the Croatian language, being the official language of the Republic of Croatia, or in the English language, except for the final submitted documents of the successful tenderer, which shall be in both the Croatian and English languages.

Proposal Ranking Criteria

In accordance with the evaluation criteria and method, the total number of points for each individual proposal will be determined and the ranking of proposals will be performed. Based on the results of the evaluation, the Client will propose one or more tenderers, whose proposals have received the highest scores, who will be invited to submit final proposals for all parts of the tender or for only a specific part in the direct negotiation procedure.

Step 1 – Presentation of proposals in Croatia or via online platform

Shortly after submission, the tenderers shall present their proposals as part of Phase 2 of the tender. The CNTB will notify tenderers in a timely manner about the date and time of the presentation via e-mail. The presentation will last up to 90 minutes, while an additional 30 minutes are scheduled for Q&A.

Presentation agenda:

1. Brief presentation of the tenderer
2. Examples of successfully executed cases of similar type
3. Presentation of concept
4. Presentation of applicability
5. Q&A

The CNTB may, if it deems necessary, bear the flight (economy class) and accommodation costs up to a maximum of two nights in a four-star hotel, and for a maximum of four members of the tenderer's team.

At the presentation, the Expert Selection Committee may request amendments or alterations and set an additional deadline for the submission of the modified concept. The Expert Selection Committee may also, if the need arises, request from the tenderer an additional presentation of the concept.

Step 2 – Market test

Each presented umbrella communication concept will be tested on a representative sample of the target group in the priority markets. The CNTB will organise and conduct the market test in question. For the purpose of this market test, tenderers will be invited to prepare and deliver stimulus materials, as well as submit translations of materials intended for the market test, according to the Client's instructions.

Step 3 – Evaluation by the Expert Selection Committee

The Expert Selection Committee shall evaluate the submitted tenders based on the following criteria. The Expert Selection Committee's evaluation amounts to 50 points, the market test to 40 points, and the remaining 10 points will be based on the proposal price.

The evaluation of each individual criterion will be performed using a point scale, based on the **criteria** listed below:

A: Originality = max. 20 points

The criterion of originality refers to uniqueness and recognizability in relation to the competition, as well as being memorable and having the potential to enter the minds of customers and potential visitors.

B: Compliance with the conditions established at the briefing and description of the assignment = max. 15 points

This includes the comprehensiveness, recognizability and purposefulness of the concept, as well as the ability to grow and develop.

C: Applicability in diverse situations = max. 15 points

This refers to flexibility and the possibility of adaptation and application, for example, to different tourism products and different communication channels

Market test

Market test (IST) represents points obtained by means of the research. The proposal that receives the best average score for all markets within the scope of the research using the CAWI method shall receive 40 points, the second-placed creative concept shall receive 35 points, the third-placed creative concept 30 points, the fourth-placed 25 points and the fifth-placed 20 points. Points are obtained in such a manner that respondents assess which communication concept they preferred.

Method of evaluating the financial part of the proposal:

Each financial proposal will be evaluated according to the following equation:

$$C_p = (P_{MIN} * 100/P_1) * 10\%$$

C_p = proposal price

P_{MIN}: Lowest proposal price of all proposals

P₁: Actual proposal price of the tenderer being evaluated

The proposal evaluation equation

The tenderer's success in this procedure is determined by applying the following equation:

$$X = (A + B + C) + IST + C_p$$

X = Total number of points achieved by the tenderer being evaluated

Fee for participation

Tenderers who were invited to submit proposals in Phase 2 of the tender and whose proposal was not selected will be awarded 7,500.00 EUR + VAT as a participation fee. Each tenderer (group of tenderers) has the right to request the reimbursement if the proposal contains all of the deliverables and is in accordance with the conditions of this Invitation. In the case of a joint tender, the reimbursement is awarded to the joint tender, not to individual tenderers.

The abovementioned reimbursement shall be paid within 30 (thirty) days from the date of receipt of the invoice/call for payment from the tenderer. The abovementioned amount for participation shall be recognised and awarded to the selected tenderer in the event that the CNTB withdraws from accepting the proposal, i.e. from signing an agreement. The CNTB may decide not to select a proposal and is entitled to reject the proposal until the moment of signing the agreement with the selected tenderer, without the right of any tenderer to compensation for damages incurred or that may be incurred for that reason. The CNTB may subsequently make a decision on the extension of the deadline for the delivery of materials. Tenderers who were not selected shall not have the right to appeal or to any other cost reimbursement except for the participation cost (the abovementioned reimbursement). Furthermore, the tenderer has the right to not select any of the proposed concepts.

Proposal Selection

According to the awarded points, based on the criteria from this Call, the Committee shall establish a ranking list of proposals and send it to the Tourist Council of the Croatian National Tourist Board for final decision. The Tourist Council shall consider the submitted ranking list and accompanying proposals, then make a final decision on the selection of tenderers, i.e. conclusion dictating specific further action.

Obligations of the selected tenderer after selection (guarantee)

The Tenderer is required to conclude a Service Agreement that substantively ensures the performance of services according to the conditions, rights and obligations contained in this documentation. The selected tenderer (service provider) is required to submit, no later than 21 days from the date of signing of the Agreement, a performance guarantee in the event of a breach of contractual obligations in the form of an unconditional bank guarantee with a “payable on first written demand” clause issued by a bank operating in the European Union. The guarantee is issued in favour of the CNTB as the client, in the absolute amount of €27,000.00 (twenty-seven thousand euros) with a validity period until the fulfilment of all contractual obligations, i.e. requested services plus a 30 (thirty) day grace period.

The wording of the guarantee must state the bank's obligation to pay any amount unconditionally, irrevocably and without objection, at the first written invitation of the beneficiary of the guarantee (CNTB), up to the amount of the guarantee. In the event of an extension of the deadline for performance of obligations under the Agreement for objective reasons and with the consent of the CNTB, the service provider is required to extend the validity period of the bank guarantee for the proper performance of the Agreement for the entire period for which the term of performance of obligations under the Agreement is extended, plus 30 (thirty) days after the fulfilment of contractual obligations.

Instead of a bank guarantee, the service provider may pay a cash deposit in the required amount for the subject of procurement to the Croatian National Tourist Board, Client IBAN: HR4224020061100957129, Model: 00, Reference number: Personal Identification Number (OIB) of the Tenderer/ Payer, description of payment: Guarantee for the proper performance of the Agreement.

In case of failure to deliver the guarantee within the stipulated period, the CNTB has the right to terminate the contract unilaterally, without the right of the other contracting party to any compensation or reimbursement.

Payment method

The payment will be made in two phases as specified in the cost estimate (Phase 1 refers to the development of the umbrella communication concept, and Phase 2 to the production of materials, i.e. production that includes music, TVC, radio spot, photographs).

For the assignment of developing the umbrella communication concept, the financial compensation is paid after the final proposal is accepted and the deliverables defined in the Tender are submitted.

Financial compensation for Phase 2, production of materials, is paid out in three parts:

- 30% of the compensation upon completion and delivery of production plan,
- 60% of the compensation upon completion of production and delivery of produced materials,
- 10% of compensation upon 100 hours of evaluation and checking of produced materials for a period of twelve (12) months after signing of the agreement.

Team members

From the moment of announcement of the decision on the selected tenderer, the proposed work team members shall not render the same or similar type of service to any competitor country for the duration of the Agreement and for a period of twelve (12) months after the signing of the Agreement. Competitor countries are defined as being geographically close to Croatia or possessors of a similar tourism offer: Italy, Greece, Spain, Turkey and other Mediterranean tourist destinations.

In addition, the members of the proposed work team of the selected tenderer may not be included in the branding process that is the subject of a tender announced in one of the competitor countries for the duration of the service agreement that is the subject of this tender. In the event that the tenderer as a service provider does not comply with the terms of this Call, the Agreement will be terminated, and the CNTB is authorized to execute the bank guarantee as a guarantee for proper performance of the agreement.

Copyright

When the CNTB pays the compensation, the selected Tenderer shall acknowledge the exclusive right to the CNTB to exploit the copyright on all elements of the Big Idea concept and brand visual identity (verbal, figurative and other), arising under this Agreement, Call and Tenderer Proposal, with unlimited right to use the content, time and territory, and hereby agrees, in whole or in part, with the free and unrestricted disposal of the Big Idea, without the need for specifying the author.

The above rights relate to the content of all materials in regard to the Big Idea concept. In addition to these rights, the CNTB shall, at the same time, acquire the exclusive right to a trademark (in all its forms - verbal, figurative, etc.) and the right to its unlimited use if the Tenderer has already registered the trademark, with the possibility of unhindered transfer of these rights or any part thereof by the CNTB to any third party without special consent of the author.

The Tenderer shall be liable to the CNTB for any damages; undertakes the obligation to protect and defend the CNTB at its own expense, from and against any and all claims, actions, losses or damages arising out of any conduct of the Tenderer contrary to applicable laws or regulations and/or intellectual property rights of third parties, such as copyright, industrial property, industrial designs, patents, etc.

In particular, the selected tenderer is required to verify whether, in relation to the proposed concept and materials, the rights of third parties that were registered or published for the registration procedure in the WIPO (World Intellectual Property Organization), EUIPO (European Union Intellectual Property Office) database or in the markets to which the umbrella communication concept relates were generally known to the public in terms of copyright protection, at the time of submission of the proposal, and especially in those cases where they relate to products/services from the CNTB assignments (tourism activities, promotion and production of marketing materials and other services that are registered in relation to the verbal trademark Croatia 365 with the State Intellectual Property Office in classes 35, 39, 41 and 43 of the Nice Classification).

The Tenderer is required to notify the CNTB about the existence of the above rights, as well as all doubts related to the use of the proposed concept and accompanying materials that may affect the free disposal thereof by the CNTB.

Deliverables that should be provided by the successful tenderer

The selected tenderer shall submit the complete list of deliverables with the implementation book and other details and elaborations after the selection and completion of Phase 2 of the selection process.

the Tenderer shall deliver the final service, which includes the following:

- final project suitable for printing in PDF format, including materials in high resolution / vector format suitable for use in all formats (print 300ppi, web 72-96ppi),

- final project in open format (open file), including high-resolution / vector format materials suitable for use in all formats (print 300ppi, web 72-96ppi), and for the web design and mobile application examples as JPG (web resolution).

Mutual cooperation of tenderers

If the same Tenderer is not selected for both Assignments, in this case, mutual cooperation of the Tenderer selected for Assignment A - Development of umbrella communication concept, and the Tenderer selected for Assignment B - Development of brand visual identity is expected if necessary, with coordination by the CNTB as the client and possible adaptation of certain creative concepts with the objective of aligning brand communication elements. In the case of the above cooperation, the tenderers shall, if necessary, be provided with a mutual insight into the proposed creative concepts and ensure the necessary communication (additional brief, workshops, etc.).

3.2. Submission of proposals: B – Brand visual identity

The presentation and proposal of the brand visual identity must contain the following:

- Explanation of the creative concept and the origin of the logo, which is based on the brand vision, values and attributes as explained in the tender text
- Logo / isologo
- Colour, positive and negative
- Monochromatic positive and negative
- Typography (primary and secondary)
- Colours (primary and secondary)
- Proposed slogan + logo (optional, not a requirement)
- Corporate logo* that includes the organization name Croatian National Tourist Board in 5 languages (Croatian, English, German, Italian, Hungarian)
- Brand logo www.croatia.hr
- Application example: business card, print ad (1/1), online banner (static)
- Filled in cost estimate with accompanying financial proposal

* The corporate logo is intended for business communication and can be different from the brand logo, while maintaining certain recognizable elements or combining them.

Example of Slovenia:



** The translation of the organization name *Croatian National Tourist Board* in 5 languages is provided by the CNTB.

All written correspondence of the tenderers selected for Phase 2 the tender shall be in the English or Croatian language. Proposals and all related documents shall be in the Croatian language, being the official language of the Republic of Croatia, or in the English language, except for the final submitted documents of the successful tenderer, which shall be in both the Croatian and English languages.

Proposal Ranking Criteria

In accordance with the criteria and evaluation method, the total number of points for each individual proposal will be calculated and the ranking of proposals will be performed. Based on the results of the evaluation, the Client will propose one or more tenderers, whose proposals have received the highest scores, who will be invited to submit final proposals for all parts of the tender or for only a specific part in the direct negotiation procedure.

Step 1 – Presentation of proposals in Croatia or via online platform

Shortly after submission, the tenderers shall present their proposals as part of Phase 2 of the tender. The CNTB will notify tenderers in a timely manner about the date and time of the presentation via e-mail. The presentation will last up to 90 minutes, while an additional 30 minutes are scheduled for questions and answers.

Presentation agenda:

1. Brief presentation of the tenderer
2. Presentation of the proposal
3. Application examples
4. Q&A

The CNTB may, if it deems it necessary, bear the flight (economy class) and accommodation costs up to a maximum of two nights in a four-star hotel, and for a maximum of four members of the tenderer's team.

At the presentation, the Expert Selection Committee may request amendments or alternations and set an additional deadline for the submission of the modified concept. In the event that the tenderer proposes more than one concept or when the Expert Selection Committee requests modifications or adjustments to a concept, the Expert Selection Committee will select which of the proposed concepts will be the subject of further consideration and testing. The Expert Selection Committee may also, if the need arises, request from the tenderer an additional presentation of the concept.

Step 2 – Market test

Each presented brand visual identity will be tested on a representative sample of the target group in the priority markets. The CNTB will organise and conduct the market test in question. For the purpose of this market test, tenderers will be invited to prepare and deliver stimulus materials, as well as submit translations of materials intended for the market test, according to the Client's instructions.

Step 3 – Evaluation by the Expert Selection Committee

The Expert Selection Committee shall evaluate the submitted tenders based on the following criteria. The evaluation of each individual criterion will be performed using an evaluation scale: The Expert Selection Committee's score amounts to 50 points, the market test 40 points, and the remaining 10 points will be based on the proposal price.

The proposal evaluation equation

The weighted score of the tenderer in this procedure is calculated according to the following formula:

$$X = A + P + I$$

X = Total number of points for the tenderer being evaluated - maximum of 100 points

A = Total number of points earned during the evaluation of the Expert Selection Committee (maximum 50 points)

The evaluation of each individual criterion will be done using a point scale, based on the **four criteria** listed below:

1. **Simplicity, originality – easy to remember and appeal** = max. 20 points
2. **Reflects perception and brand images** = max. 10 points
3. **Usability** = max. 10 points
4. **Essence** – reflects the essence of the brand Croatia as a tourist destination = max. 10 points

The mentioned criteria are explained in more detail in part B of the tender on page 22.

I = total number of points earned during the market test (maximum 40 points):

Efficiency was tested in the emissive markets using the CAWI method / average score for all markets

P = number of points achieved according to the financial criterion – proposal price (maximum 10 points)

The proposal with the most favourable service price is marked as C1. Other proposals are evaluated according to the formula:

$$C_p = C_1 / C_t * 10\%$$

where:

C_p - number of points the proposal received for the proposal price

C₁ - lowest proposal price in the tender procedure

C_t - price of proposal that is the subject of the evaluation

Market test

Market test (IST) represents points obtained by means of the research. The proposal that receives the best average score for all markets within the scope of the research using the CAWI method shall receive 40 points, the second-placed creative concept shall receive 35 points, the third-placed creative concept 30 points, the fourth-placed 25 points and the fifth-placed 20 points. Points are obtained in such a manner that respondents assess which communication concept they preferred.

Fee for participation

Tenderers who were invited to submit proposals in Phase 2 of the tender, depending on the total number of points earned, will be paid a reimbursement fee in the amount of EUR 4,000.00 + VAT for first place, EUR 3,000.00 + VAT for second place, and EUR 2,000.00 + VAT for third place. The paid fees represent reimbursement for the transfer of all copyright and property rights over the brand visual identity, which includes the rights to its unlimited exploitation (territorially, temporally and content-wise) in the manner described in this documentation. Furthermore, the client reserves the right to apply any of the three proposals provided.

Tenderers invited to submit bids in the Phase 2 of the tender for assignment B – Development of brand visual identity, and whose proposal was ultimately not awarded among the top three (3) proposals, will be rewarded for their participation with a reimbursement fee in the amount of EUR 1,000.00 + VAT.

In the case of a joint tender, the reimbursement for first, second and third place are awarded to the joint tender, not to individual tenderers. The abovementioned reimbursement will be paid within 30 (thirty) days from the date of receipt of the invoice/call for payment by each tenderer.

The abovementioned amount for first, second and third place shall be recognised and paid out to the selected tenderers in the event that the CNTB withdraws from accepting the proposal, i.e. from signing an agreement. The CNTB may decide not to select a proposal and is entitled to reject the proposal until the moment of signing the agreement with the selected tenderer, without the right of any tenderer to compensation for damages incurred or that may be incurred for that reason. The

CNTB may subsequently make a decision on the extension of the deadline for the delivery of materials. Tenderers who were not selected shall not have the right to appeal or to any other cost reimbursement except for the participation cost (the abovementioned reimbursement). Furthermore, the tenderer has the right to not select any of the proposed concepts.

Proposal Selection

According to the awarded points, based on the criteria from this Call, the Committee shall establish a ranking list of proposals and send it to the Tourist Council of the Croatian National Tourist Board for final decision. The Tourist Council shall consider the submitted ranking list and accompanying proposals, then make a final decision on the selection of tenderers, i.e. conclusion dictating specific further action.

Obligations of the selected tenderer after selection

The Tenderer is required to conclude a Service Agreement that, in terms of content, ensures the performance of services according to the terms and conditions, rights and obligations contained in this documentation. After the final selection and signing of the agreement, the tenderer whose proposal has been selected in this procedure will be invited to provide all of the materials or deliverables that are the subject of this tender within the agreed deadline that must not be exceeded.

Payment method

For the assignment of developing the brand visual identity, the financial compensation is paid after the final proposal is accepted and the deliverables defined in the Tender are submitted.

Team members

From the moment of announcement of the decision on the selected tenderer, the proposed work team members shall not render the same or similar type of service to any competitor country for a period of twelve (12) months after the signing of the Agreement. Competitor countries are those countries that are close to Croatia in terms of geographical location or have a similar tourism offer, namely, Italy, Greece, Spain Turkey and other Mediterranean tourist destinations.

In addition, the members of the proposed work team of the selected tenderer may not be included in the branding process that is the subject of a tender announced in one of the competitor countries for the duration of one year from the date of signing of the Agreement.

Copyright

When the CNTB pays the compensation, the selected Tenderer shall acknowledge the exclusive right to the CNTB to exploit the copyright on all elements of the brand visual identity (verbal, figurative and other), arising under this Agreement, Call and Tenderer Proposal, with unlimited right to use in terms of content, time and territory, and hereby agrees, in whole or in part, with the free and unrestricted disposal, without the need for specifying the author.

The above rights relate to the content of all materials in regard to the brand visual identity. In addition to these rights, the CNTB shall, at the same time, acquire the exclusive right to a trademark (in all its forms - verbal, figurative, etc.) and the right to its unlimited use (in terms of content, time and territory) if the Tenderer has already registered the trademark, with the possibility of unhindered transfer of these rights or any part thereof by the CNTB to any third party without special consent of the author.

The Tenderer shall be liable to the CNTB for any damages; undertakes the obligation to protect and defend the CNTB at its own expense, from and against any and all claims, actions, losses or damages arising out of any conduct of the Tenderer contrary to applicable laws or regulations and/or intellectual property rights of third parties, such as copyright, industrial property, industrial designs, patents, etc.

In particular, the selected tenderer is required to verify whether, in relation to the proposed concept and materials, the rights of third parties that were registered or published for the registration procedure in the WIPO (World Intellectual Property Organization), EUIPO (European Union Intellectual Property Office) database or in the markets in which the brand visual identity is intended were generally known to the public in terms of copyright protection, at the time of submission of the proposal, and especially in those cases where they relate to products/services from the CNTB assignments (tourism activities, promotion and production of marketing materials and other services that are registered in relation to the verbal trademark Croatia 365 with the State Intellectual Property Office in classes 35, 39, 41 and 43 of the Nice Classification).

The Tenderer is required to notify the CNTB about the existence of the above rights, as well as all doubts related to the use of the brand visual identity and accompanying materials that could affect the free disposal thereof by the CNTB.

Deliverables that should be provided by the selected tenderer:

The selected tenderer shall submit the complete list of deliverables with the implementation book and other details and elaborations after the selection and completion of Phase 2 of the selection process.

The selected tenderer is obliged to deliver two versions of the final service:

- final project suitable for printing in PDF format, including high-resolution / vector format materials suitable for use in print media,

- final project in open format (open file), including high-resolution / vector format materials suitable for use in print media.

Mutual cooperation of Tenderers and aligning brand communication elements

If the same Tenderer is not selected for both Assignments, in this case, mutual cooperation of the Tenderer selected for Assignment A - Development of umbrella communication concept, and the Tenderer selected for Assignment B – Development of brand visual identity is expected if necessary, with coordination by the CNTB as the client and possible adaptation of certain creative concepts with the objective of aligning brand communication elements. In the case of the above cooperation, the tenderers shall, if necessary, be provided with a mutual insight into the proposed creative concepts and ensure the necessary communication (additional brief, workshops, etc.).



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