



CROATIAN NATIONAL TOURIST BOARD

CALL FOR TENDER

Subject of Procurement:

Selection of a media agency/agencies for the development of an advertising strategy and media plan, as well as implementation of marketing activities of the CNTB in foreign markets in 2026 and 2027 with a possibility of extension to 2028

Procurement number: 092-2025-JP

Zagreb, July 2025

INTRODUCTION

Croatia, renowned worldwide as a top tourist destination, boasts a wealth of natural beauty and cultural landmarks, pristine landscapes, a unique lifestyle, and a stunning coastline. Its extensive experience in the tourism industry, rich tradition of hospitality, and advantageous location within the European Union further enhance its appeal. These qualities collectively define Croatia's position as a high-value travel destination.

Looking ahead, Croatia aims to solidify its reputation as a sustainable destination by emphasizing environmental protection, digital innovation, and fostering stronger collaboration between the private and public sectors. This strategic approach seeks not only to boost tourism but also to increase satisfaction among local communities.

Under the framework of the Strategic Marketing and Operational Plan for Croatian Tourism, the goal is to establish Croatia as a high-value, sustainable destination that offers diverse authentic experiences while safeguarding and supporting local populations.

To successfully implement these strategies, Croatia's tourism development is guided by four primary objectives:

1. Strengthening the Croatia brand as a high-value tourist destination.
2. Attracting higher-income travelers, extending the tourist season, and diversifying demand across different regions.
3. Supporting the tourism industry with effective marketing initiatives to ensure more successful outcomes.
4. Contributing to the goals outlined in the Sustainable Tourism Development Strategy until 2030.

1. DESCRIPTION OF THE SUBJECT OF PROCUREMENT

The subject of procurement includes the following services and activities:

- Advertising strategy development for 2026 and 2027
- Media plan proposals for 2026 campaigns (the brief will be provided in the Tendering phase)
- Implementation of the CNTB's activities defined by the media plan (media buying)

Targeted foreign markets:

- Germany
- Slovenia
- Austria
- Italy
- Poland
- United Kingdom

- Czech Republic
- Hungary
- France
- Netherlands
- Slovakia
- Sweden
- Switzerland
- Belgium

The Tenderer may submit an offer for any of the markets for which they are capable of providing the specified services and activities. However, they must submit an offer for at least three of the listed markets.

The contract for the services described by this call for tender will be awarded to one or more agencies, depending on the results of the public call.

1.1. Final service provided by the selected Tenderer

The final service provided by the selected Tenderer shall include the following:

a) Market analysis and research

The selected Tenderer shall conduct a media analysis and research of each market of interest listed in the call for tender. The analysis, which the media plan for each market shall be based on, includes the following:

1. A media analysis of the market that must include the following:
 - a list of the 10 most popular online portals with the information on the number of visitors,
 - a list of the 10 most popular printed editions (weekly papers and magazines) with information on circulation,
 - a list of the 10 most popular TV channels with reach information,
 - a list of the 10 most popular radio stations with reach information,
2. An analysis of the media consumption of a certain target group
3. Consumer habits - when and how a consumer in a certain market makes their decision on choosing a holiday destination,
4. Competition analysis (marketing activities of other destinations in a certain market).

b) Advertising strategy

The selected Tenderer shall develop the following on the basis of the conducted analysis and the given budgets:

1. An advertising strategy for specific campaigns on the market (a proposal of advertising channels and media, a proposal of a defined advertising period for each campaign according to the available budget and brief, as well as the reasoning behind the proposal),
2. An analysis of the proposed media partners on the market, including the reasoning behind the cooperation method, detailed information on the selected media channels, and a performance analysis.

Advertising strategies must be developed for all markets using the same form.

c) Media plans for 2026 and the definition of KPIs

The following information must be included in media plans:

1. quoted prices for the proposed media and advertising formats, specifications for the creation of advertisements for all campaigns, and deadlines for the submission of materials according to the brief
2. key performance indicators by channels:
 - Print: circulation, viewing, advertisement position, reach within the target group
 - TV/radio: GRP, TRP, impressions, reach within the target group
 - Outdoor: exact location, location quality, format quality, impressions
 - Online: impressions/clicks/content views, interaction with the content
3. the agency must provide information on the Ad Serving system used for the conduct and monitoring of digital campaigns
4. the media plan should not include advertising activities on search engines and social networks (unless social networks belong to a media company/channel on which advertising is proposed), and the programmatic media buying
5. portal lists of a certain media company can be included in the media plan, but the client must be able to exclude portals with inadequate content from the list, and the portals from this part of the media plan should not be repeated in an additional media plan as a separate item in the tender
6. media plans for each market must be created using the form provided to the Tenderer by the CNTB in the second phase
7. media plans should include clearly defined KPIs for each of the proposed channels/media/formats

8. media plans should include clearly defined deadlines for reaching the defined KPIs
9. media plans should clearly list the deadline until which the tender is valid, and it must not be shorter than 90 days after the submission of the tender

d) Implementation of advertising activities (media buying)

The Croatian National Tourist Board shall select the best tender based on the submitted documentation and in accordance with the terms defined in this documentation, as well as possible additional criteria which shall be delivered to the Tenderers along with the instructions for participating in the second phase of the call for tender, and then sign a contract with the selected Tenderer for 2026 and 2027, with the possibility of extension to 2028. Based on the accepted tender, the Tenderer shall implement advertising activities for the campaigns conducted by the CNTB in outbound markets, which includes the following:

1. finishing and optimizing the accepted media plan for each market according to the brief, current timeline and budget plans for campaigns, as well as ensuring compliance of the plan with competent organizational units of the CNTB and its representative offices in every outbound market,
2. final definition of KPIs for each campaign in every market,
3. media space buying, launching the campaign and the execution of the media plan,
4. final definition of the specifications of the materials needed for conducting the campaign, including defined deadlines for the submission of materials in a defined form
5. ensuring uninterrupted access to monitoring and campaign optimization systems and platforms for the Croatian National Tourist Board.

e) Monitoring and optimization in accordance with the set KPIs

The selected Tenderer shall be responsible for the following activities after the launch of the planned campaigns:

1. regular campaign monitoring,
2. monitoring of the execution of the key performance indicators (KPIs) of the campaigns,
3. optimization of the campaigns for the purpose of achieving the confirmed KPIs.

f) Regular campaign reporting

The selected Tenderer shall regularly report on the conduct of the campaign and the achievement of the set key performance indicators (KPIs) of the campaign, and shall provide evidence on all planned and implemented activities according to the requirements set by the Croatian National Tourist Board:

- monthly/weekly reporting on the realization of the campaign,
- delivering reports in any stage of the campaign at the client's special requests and within the prescribed deadline.

g) Report on the realized campaign (*post-buy* analysis) and the preparation of invoices

After the end of the campaign, the Tenderer shall do the following:

1. create a final report (post-buy analysis) on the realized campaign according to the concept provided by the CNTB
2. present a final report to the CNTB
3. draw up and send an invoice to the CNTB pursuant to the realized activities and the agreed post-buy analysis.

Other provisions

- the agency commission is calculated exclusively on the price of the media buying
- an agency team responsible for the client must be presented
- the agency must promptly react to each of the client's requests
- media plans, analyses and reports must be provided in the same form for every market (provided by the CNTB)
- the agency must ensure education and knowledge exchange opportunities between the agency and the CNTB, if needed
- all other costs (ad serving cost, set up cost...) must be quoted separately and it should be clearly specified what the cost refers to, provided that the total amount does not exceed the budget set in the brief

1.2. Estimated value of service

The CNTB dedicates the funds in the total amount of **4.000.000,00 EUR net**, i.e. **5.000.000,00 EUR (VAT 25% included)** for the activities related to the execution of advertising strategy and media plans in **2026**. This amount includes the agency commission and all agency expenses.

The Croatian National Tourist Board reserves the right to change the budget and the intended advertisement period for any market, as well as to cancel all advertising on a specific market at any time, from the moment of the tender submission and throughout the duration of the concluded Contract, all depending on the circumstances affecting the outbound markets or Croatia.

Additionally, the media plans used for selecting agencies are non-binding and may be modified as needed.

2. TENDER SELECTION

The call for tender shall be conducted in three phases:

- 1) **Qualification phase**
- 2) **The tendering phase**
- 3) **Tender evaluation phase**

Below is a detailed explanation for each of the above phases.

2.1 Qualification phase

The qualification phase includes the publication of a call for expressions of interest and the selection of Tenderers who will be invited to the next phase of the procurement process. Those who meet the qualification requirements will move on to the tendering phase. During the qualification phase, the bidder shows interest in the markets that are the subject of the procurement, as explained in point 1 of this tender document.

The call for expressions of interest is published on the website: www.htz.hr in Croatian and English and is available to all interested economic entities.

Qualification Phase Requirements:

a) Proof of Professional Capability – REFERENCES

The agency must have relevant experience in performing media buying, setting up and executing media campaigns, and developing media strategies related to the subject of this tender, with a minimum of 5 years of experience during the years preceding the year in which this tender documentation is published (2020–2024).

The agency is required to submit the following evidence:

- A list of reference clients and services provided to them in the last 5 years preceding the year of publication of this tender documentation (2020–2024) – **Form 2 – REFERENCES**
- An excerpt from the court or other business register, or registration with the relevant tax authorities, indicating the date of issuance, not older than 3 months from the date of publication of the Call.

b) Proof of Financial Capability

b.1) Annual Revenue

- The agency's annual revenue for the fiscal years **2022 and 2023** must not be less than the budget specified in the Call. As proof of revenue, the agency is required to submit annual financial statements for 2022 and 2023 along with their application. The specified criteria must be clearly demonstrable in the financial statements submitted in the official version in accordance with national legislation (Balance Sheet and Profit and Loss Statement for 2022 and 2023).

- **Name of the issuing authority for proof of capability:** A relevant banking or financial institution, or authority if the bidder is registered outside the Republic of Croatia, as well as the Profit and Loss Statement with confirmation of receipt from the Tax Administration or with certification from the appropriate financial institution or authority if the bidder is registered outside the Republic of Croatia.

b.2) Settled Tax Obligations

- **Name of the proof of capability:** Certificate from the Tax Administration on the status of tax debt or an equivalent document issued by the competent authority in the bidder's country of establishment.
- **Name of the issuing authority:** Ministry of Finance – Tax Administration, or the competent authority of the bidder's country of establishment.
- **Value indicator of the proof of capability:** The bidder must demonstrate that they have fulfilled all due obligations related to the payment of taxes, as well as pension and health insurance contributions. This proof of capability must not be older than 30 days from the date of publication of the Call.

c) Certificate confirming the absence of any criminal record

- **Name of the proof of capability (Form 4):** A signed statement by which the Tenderer confirms that neither the economic operator nor the person authorized to represent the economic operator has been subject to a final conviction for criminal offenses such as participation in a criminal organization, bribery in business transactions, offering bribes in business transactions, abuse of position and authority, abuse of office, unlawful intermediation, receiving or giving bribes, fraud, computer fraud, fraud in business operations, or money laundering—or equivalent criminal offenses under the laws of the Tenderers country of establishment. If the Tenderer is registered outside the Republic of Croatia, an equivalent official proof of a clean criminal record from the country of establishment must be provided.
- **Issuing authority of the proof of capability:** A statement signed by the person authorized to represent the economic operator, both for themselves and on behalf of the economic operator.
- **Value indicator of the proof of capability:** The Tenderer must prove that neither the economic operator nor the authorized representative has been subject to a final conviction for one or more of the specified criminal offenses. This proof of capability must not be older than thirty (30) days from the date of publication of the Call.

Important note:

The CNTB may request Tenderers who have submitted the documentation within the dedicated deadline to submit supplements to the documentation, additional explanations or proof needed to demonstrate that they meet the qualification criteria.

In such cases, the CNTB will set an additional submission deadline at its discretion. In the first (Qualification) phase of the procedure, submitting a bid price is not required. Bidders who do not meet the formal requirements will not be considered and will not be invited to the next phase of the tender.

Selection of Tenderers for the Tendering phase:

The Technical Committee of the Croatian National Tourist Board (CNTB) will review the submitted documentation during the qualification phase to determine which bidders meet the formal requirements. Those selected will be invited to participate in the next stage of the process.

The committee will make decisions based on the submitted documents and the criteria mentioned earlier in this document.

Once invited to the next phase, the CNTB will provide the selected Tenderers with the necessary documentation to prepare their offers, along with detailed instructions, participation conditions, and the terms of the contract to be signed with the chosen Tenderers.

The deadline for submission of the required documentation is **15.07.2025 by 16:00 (CET)**. The documentation should be sent to the email addresses: **postupci.nabave@htz.hr** and **media.tender@htz.hr**, with the subject line: **"Selection of Media Agency for the Development of Advertising Strategy and Media Plan – Qualification Phase."**

2.2. Tendering phase

The Croatian National Tourist Board will inform all Tenderers who participated in the qualification process of the results by **22.07.2025**. Tenderer invited to the next phase - the tendering phase must confirm their participation in writing no later than **24.07.2025. by 16:00 (Central European Time)** via e-mail at **media.tender@htz.hr**, and submit their final tender by **29.08.2025. by 16:00 (Central European Time)**.

If the Croatian National Tourist Board does not receive an appropriate tender by the deadline, the Tenderer will be considered to have withdrawn their application for the tender.

2.2.1. Mandatory Contents of the Offer and Required Documentation

By **25.07.2025**, the Croatian National Tourist Board will provide all bidders who confirmed their participation with further guidelines (brief) and all other necessary documentation for submitting their offers.

In addition to the mandatory, completed, and signed **Form 1: General Information about the Tenderers Responsible for the Project and the List of Markets for Which They Are Applying** (within this document), the offer must include:

- Information about the Tenderer and members of the project team
- Market analysis and research

- Advertising strategy by market for 2026 and 2027
- Media plans for 2026 and defined KPIs, including:
- Proposed media plans for all campaigns specified in the brief, with defined KPIs for each media channel and format
- Specifications of the ads proposed in the media plans
- Detailed description of campaign implementation and campaign monitoring (especially for digital campaigns), including a list of tools that will be used
- Specifications for the Ad Serving system that will be used.

2.2.2. Submission of Offers in the Tendering Phase

All documentation must be submitted in **electronic form only**, with the subject line: **"Selection of Media Agency for the Development of Advertising Strategy and Media Plan – Tendering Phase"**, to the email addresses: **postupci.nabave@htz.hr** and **media.tender@htz.hr**.

The deadline for the submission of offers is **29.08.2025 by 16:00 (CET)**.

3. ASSESSMENT AND SELECTION OF TENDERS (Tender evaluation phase)

The expert committee for selecting media agencies will review the received offers. The evaluation by the expert committee will be conducted for each individual offer per market and will account for 100% of the total score for that market. The Tenderer with the highest score for a specific market will be selected.

If two or more agencies receive the same score for one or more markets, the offer received first (based on date and time of receipt) will be selected.

The evaluation of offers is based on the discretionary assessment of the offers by each member of the Committee, according to the following criteria and their respective weightings:

Criteria	Share (%)
1. Media Plans (Quality and Price per Individual Media) The evaluation will consider: <ul style="list-style-type: none"> - The ability to create solutions that fully align with the market analysis and strategy - The relevance of the media plan in achieving the set communication goals for the target groups - The bidder's strength in ensuring the best value for money - The overall level of detail, feasibility, and practicality of the proposed solution 	40

2. Explanation and Creativity of the Strategy for the Market The evaluation will consider: <ul style="list-style-type: none"> - The approach to strategy creation, its comprehensiveness, and relevance - The strength of the argumentation and justification of the proposed strategy - The approach to strategy development throughout the observed period (2026–2027) 	30
3. Market and Target Group Analysis The evaluation will consider: <ul style="list-style-type: none"> - The overall level of detail, clarity and systematic presentation of all relevant information. 	10
4. Use of Original and Innovative Advertising Formats and Channels The evaluation will consider: <ul style="list-style-type: none"> - The quantity and relevance of new advertising channels/formats included in the media plan - The approach and mindset in utilizing innovative advertising formats/channels 	20

Each criteria will be scored with points from 0 (zero) to 10 (ten) according to the following scoring scale:

0 – Not evaluated	The Tenderer did not offer any solutions and/or did not address any aspect of the evaluated criterion.
1 – 2 – Insufficient	The criterion is inadequately addressed, or there are serious inherent weaknesses.
3 – 4 – Sufficient	The Tenderer broadly addresses the criterion, but there are significant weaknesses.
5 – 6 – Good	The Tenderer addresses the criterion well, but a number of shortcomings are present.
7 – 8 – Very Good	The Tenderer addresses the criterion very well, but a small number of shortcomings are present.
9 – 10 – Excellent	The Tenderer successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

Each member of the Committee will give a final score according to the following formula:

$$\text{TOTAL} = [(\text{score for criteria 1} \times 0.4) + (\text{score for criteria 2} \times 0.3) + (\text{score for criteria 3} \times 0.1) + (\text{score for criteria 4} \times 0.2)] \times 10$$

4. PERFORMANCE GUARANTEE – to be submitted only by the selected Tenderer

No later than 30 days after signing the contract, the selected Tenderer is required to provide a performance guarantee for proper contract execution in case of breach of contractual obligations. This guarantee must be in the form of an unconditional bank guarantee payable at first demand, containing the clauses “payable at first written demand” and “without right of objection.” The guarantee shall be issued in favor of the Contracting Authority, in the absolute amount of 10% of the contract value (excluding VAT) of the subject of procurement, with validity until all contractual obligations are fulfilled, which ends with the delivery of the requested service plus a 30 (thirty) day grace period.

The text of the guarantee must contain the bank’s obligation to unconditionally, irrevocably, and without the right of objection pay any amount up to the guarantee limit upon the first written demand by the beneficiary (Contracting Authority). In case of an extension of the deadline for fulfilling obligations under this contract due to objective reasons and with the Contracting Authority’s consent, the Supplier is obliged to extend the validity of the bank guarantee for proper contract performance for the entire extended period plus 30 (thirty) days after fulfilling contractual obligations.

Instead of a bank guarantee, the Tenderer may deposit the required amount for the respective procurement subject in favor of the Croatian National Tourist Board, IBAN of the Contracting Authority: HR4224020061100957129, Model: 00, Reference number: Tenderer’s OIB (tax ID), payment description: Guarantee for proper contract execution for the preparation of the advertising strategy and media plan, and implementation of CNTB’s marketing activities in foreign markets for 2026 and 2027, with the possibility of extension to 2028.

The Contracting Authority is obliged to return the bank guarantee for proper contract execution (bank guarantee/cash deposit) to the Supplier after all contractual obligations have been fulfilled and after the expiry of the 30 (thirty) day grace period, provided there were no objections to the proper fulfillment of the contract.

The obligation to submit this guarantee represents an essential part of the contract.

In case of contract extension, the Tenderer is obliged to extend the submitted guarantee so that it complies with the above-mentioned conditions accordingly.

5. INFORMATION ABOUT THE NEGOTIATION PROCEDURE

Based on the submitted offers and the evaluation and selection criteria, CNTB unconditionally reserves the right, during the direct negotiation process, to change the scope or quantity of the service, reject part of an offer, or negotiate with a particular bidder on only one part of the offer or service.

CNTB also reserves the right to further negotiate the commission fee or reduce prices for the proposed media plan with one or more Tenderers in each individual market, particularly with those among the top three highest-rated Tenderers for that market.

6. Place of delivery

Croatian National Tourist Board, Iblerov trg 10/IV, Zagreb

7. Start and deadline for service delivery

The service delivery deadline shall be in accordance with the timeline provided by the Bidder and confirmed by the Client. All details related to the delivery deadline will be defined in the Contract

8. Payment terms, method, and conditions

Payment will be made after the delivery of the service within 30 days from the date of a properly issued invoice and proof of realization of all activities (post-buy report).

9. Method of notification regarding the Call results

By electronic mail and a notice of selection which will be published on the official website of the CNTB.

Important Note:

The Croatian National Tourist Board (CNTB) is not obliged to select any offer and, with the consent of the CNTB Tourism Council, has the right to withdraw from accepting any offer at any stage of the procedure, up until the contract is signed with the selected Tenderer. No Tenderer shall have the right to claim damages or compensation for any losses resulting from such withdrawal.

Tenderer whose offers are not selected have no right to appeal or to compensation of any costs incurred during this process.

CNTB may extend the deadline for submitting offers and provide clarifications regarding this documentation if necessary.

In the event of selecting/accepting an offer, CNTB may request the selected Tenderer to submit all relevant evidence to demonstrate their ability to fulfill the contractual obligations. If, based

on discretionary assessment of CNTB,, such evidence indicates an inability or difficulty in meeting the obligations, or questions their quality, CNTB reserves the right to withdraw from accepting the offer or from signing the contract, without the Tenderer having any right to claim damages or compensation.

If any of the selected agencies for a specific market withdraw from signing the contract for any reason, the contract will be offered to the next highest-scoring agency.

Contract Conclusion After Selection

The selected Tenderer will sign a Service Provision Contract. The main terms of the Contract will be provided to bidders who qualify for the tendering phase, along with the relevant documentation and clarifications needed for offer preparation.

FORM 1. General Information about the Tenderer Responsible for the Project and List of Markets for Which They Are Applying (please do not fill in manually)

Legal person name	
Registered office of the legal person	
E-mail address of the legal person	
Tax number of the legal person	
Years of operation (date of establishment and the name of the registration entity)	
Authorized representative of the legal person (name, surname, function)	
List of markets the Tenderer is applying for	

In _____, _____. 2025.

(Place)

(date)

(Signature of the Tenderer's authorized representative
and Stamp of the Tenderer)

FORM 2. List of prominent clients in the last five years (2020–2024) by market – REFERENCES
(please do not fill in manually)

No	Market	List of reference clients and services provided for them in the last 5 years (for each market the Tenderer is applying for)	Cooperation period
1	Germany		
2	Slovenia		
3	Austria		
4	Italy		
5	Poland		
6	The United Kingdom		
7	The Czech Republic		
8	Hungary		
9	France		
10	The Netherlands		
11	Slovakia		
12	Belgium		
13	Sweden		
14	Switzerland		

In _____, _____. 2025.

(Place)

(date)

(Signature of the Tenderer's authorized representative
and Stamp of the Tenderer)

FORM 3. Composition of the work team and tasks (please do not fill in manually)

Name and surname of the team member	Function in the team	Tasks in the team

In _____, _____. 2025.

(Place)

(date)

(Signature of the Tenderer's authorized representative
and Stamp of the Tenderer)

FORM 4.

Statement on the absence of any criminal record (please do not fulfil manually)

I, _____ (full name) from _____ (place of residence or address), hereby declare that I have not been subject to any final and binding conviction for any of the following criminal offenses, or for equivalent offenses under the laws of the country where the economic entity is registered, or the country of which the person authorized by law to represent the economic entity is a citizen:

fraud, fraud in business operations, accepting bribes in business operations, giving bribes in business operations, abuse in public procurement procedures, tax or customs evasion, subsidy fraud, money laundering, abuse of position and authority, unlawful favoring, accepting bribes, giving bribes, trading in influence, giving bribes for trading in influence, criminal association and committing a criminal offense within a criminal association according to the Criminal Code, or offenses of fraud, money laundering, fraud in business operations, giving bribes in business operations, association for committing criminal offenses, abuse of position and authority, abuse of exercising duties of state authority, illegal mediation, accepting bribes, and giving bribes according to the Criminal Code, or for equivalent offenses under the laws of the country where the economic entity is registered or the country of which the person authorized to represent the economic entity is a citizen.

I make this declaration personally, for myself as the person authorized by law to represent the economic entity _____ (company name) with registered office at _____ and on behalf of the economic entity.

In _____, _____. 2025.

(Place)

(date)

(Signature of the Tenderer's authorized representative and Stamp of the Tenderer)