**Visit Victoria**

**Request for Proposal**

Provision of Editorial Content Production Services

VV\_CP\_01

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Introduction

Visit Victoria (ACN 611 725 270) is Victoria’s tourism and events company, responsible for marketing to visitors from within the state, across Australia and around the world and attracting more sporting, cultural and business events to Victoria’s world class event calendar.

Visit Victoria is seeking an Invitee’s Proposal to this Request for Proposal (RFP) for the supply of Goods and/or Services as outlined in Part A.2 – Overview of Requirements.

Visit Victoria seeks to obtain Invitee’s Proposals from the supplier market with solutions that may be available to assist Visit Victoria with achieving its business objectives. Hence, this RFP process may be the first stage of a multi‑stage procurement process. For further information relating to the next stage (if any) of the RFP process refer to **clause 6 of Part B.**

Structure of the RFP

This RFP comprises the following sections:

* Introduction – contains an overview of the structure of the documents.
* **Part A – The RFP:**
	+ **Part A.1 – About this RFP** provides establishment details about the procurement opportunity; and
	+ **Part A.2 – Overview of requirements** describes the Goods and/or services in respect of which Visit Victoria invites RFPs from interested parties.
* **Part B – Conditions of participation** sets out the rules applying to the RFP process for the supply of Goods and/or Services.
* **Part C – Proposed Contract**
* **Part D - Invitee’s Proposal** details the information to be provided by Invitees. Part C may include templates to be completed.

Part A – The RFP

Part A.1 – About this RFP

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| --- | --- |
| 1. Establishment Details
 |  |
| RFP title | Provision of Editorial Content Production Services |
| RFP reference number | VV\_CP\_01 |

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| --- |
| 1. Visit Victoria details
 |
| Organisation Name |  Visit Victoria (ACN 611 725 270) |
| Organisation contact details | Collins Square Tower Two, 727 Collins Street, Melbourne VIC 3008corporate.visitvictoria.com.au |

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| --- |
| 3. Visit Victoria Contact |
| **Project Manager**  |
| Name:  | Richard Price |
| Position title:  | Head of Content and Creative Services |
| Business unit:  | Destination Marketing |
| Contact details:  | +61 3 9002 2218richard.price@visitvictoria.com.au  |
| **Alternate Contact**  |
| Name:  | Dan Austin |
| Position title:  | Editorial Manager |
| Business unit:  | Destination Marketing |
| Contact details:  | +61 3 9002 2239dan.austin@visitvictoria.com.au  |

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| 5. RFP Closing Time  |
| **Melbourne time (AEST)** | 5.30pm, Friday February 26, 2021 |

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| 6. Lodgement |
| Online lodgement | Proposals should be sent to daniel.austin@visitvictoria.com.au. |

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| 7. Briefing session |
| Briefing session time and date: | Time: N/A |
| Date: N/A |
| Location of briefing session: | N/A  |

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| 8. Indicative timetable  |
| Please note: this timetable provides Invitees with an indication of the timing of the RFP process. The timetable is indicative only and may be changed by Visit Victoria in accordance with clause 5.1 of Part B.2. |
| **Activity** | **Indicative Date** |
| RFP issued:  | 5 January, 2021 |
| Closing Time for Invitee’s Proposal: | AEST 5.30pm, Friday February 26, 2021 |
| Intended completion date of evaluation of Invitee’s Proposals: | 26 March, 2021 |
| Intended date of next stage: | 02 April, 2021  |

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| 9. Additional materials |
| **Item** | **Description** | **Location** |
|  | **Examples of Visit Victoria content** |  |
|  | **Themed page** with editorial overview, in-text links and curated content in supporting modules linking to deeper pages: **Long form content:** **Product listing example:**  | [www.visitvictoria.com/things-to-do/aboriginal-victoria/aboriginal-online-experiences](http://www.visitvictoria.com/things-to-do/aboriginal-victoria/aboriginal-online-experiences)[www.visitvictoria.com/regions/gippsland/meet-the-makers/mark-briggs-sardine](http://www.visitvictoria.com/regions/gippsland/meet-the-makers/mark-briggs-sardine)[www.visitvictoria.com/regions/geelong-and-the-bellarine/food-and-wine/restaurants/vv-igni](http://www.visitvictoria.com/regions/geelong-and-the-bellarine/food-and-wine/restaurants/vv-igni) |

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| 10. Evaluation Criteria  |
| An Invitee’s Proposal will be evaluated against:* The evaluation criteria identified in the table below; and
* the overall proposition presented in the Invitee’s Proposal.
 |
| Mandatory requirement: | **Complies** |
| (a) Conflict of Interest Declaration | Yes/No |
| Other evaluation criteria | **Weighting** |
| **Editing and copywriting capability and experience**Evaluation based on:* Editing and copywriting skill and competence
* Relevant tourism or travel-related editorial content production experience across multiple channels e.g., website, EDM, blog etc.
* Experience writing advertising or audience-based headlines and copy
 | 40% |
| **Technical skills**Evaluation based on:* Experience and capability with an enterprise Content Management System (Sitecore, or equivalent).
* Understanding of Word Processing and cloud-based production tools such as Microsoft Word and Google Docs.
 | 20% |
| **Writing Samples**Evaluation based on:* Provided writing samples will demonstrate an understanding and application of grammar, punctuation, tone and clarity.
* Ability to work to a creative brief and craft copy that showcases hero tourism product under the direction of the editorial team and aligns with various campaign objectives.
 | 15% |
| **Content Strategy**Evaluation based on:* Experience and capability developing content strategies for pre-defined target segments.
 | 10% |
| **Financials**Evaluation based on:Competitive rates that demonstrate value for money relative to the experience and capabilities of the agency or individual. | 10% |
| **Management of Intellectual property**Evaluation based on:* Understanding and experience managing intellectual property.
* Proposed process for mitigating intellectual property infringement
 | 5% |

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| 11. Complaints Procedure |
| Any complaint about this RFP or the RFP Process must be submitted in writing to the Project Manager by the means set out in Item 3 of Part A.1 immediately upon the cause of the complaint arising or becoming known to the Invitee. The written complaint must set out:1. the basis for the complaint (specifying the issues involved);
2. how the subject of the complaint (and the specific issues) affects the person or organisation making the complaint;
3. any relevant background information; and
4. the outcome desired by the person or organisation making the complaint.

Any complaint submitted to the Project Manager that relates to the conduct or performance of the Project Manager or the way the Project Manager has handled the RFP Process must also be copied to the Alternate Contact by the means set out in Item 3 of Part A.1. |

Part A.2 – Overview of Requirements

Visit Victoria is seeking proposals from suitably qualified individuals or agencies for the provision of Editorial Content Production Services with a core focus on content for Visit Victoria’s consumer website and ongoing marketing automation program (EDMs).

1. Introduction

Visit Victoria owns and maintains a number of marketing channels as part of its role to attract to visitors from within the state, across Australia and around the world. These channels include our consumer websites, customer database and social media channels. This RFP is focussed on supplementing the internal editorial content production capabilities with a panel of external suppliers capable of providing surge capacity and delivering specific content development projects where required.

1. Statement of requirements
	1. Content Development

Visit Victoria is seeking proposals for the provision of editorial content production services for our owned media channels with a specific focus on the consumer websites and EDMs.

Content development tasks will include:

* Assisting in the creation of content strategies supporting major marketing initiatives
* Production of new campaign pages, long-form editorial features, curated website content, images, website banners and EDM content to support marketing and campaign strategies
* Ongoing website content maintenance including seasonal changes, suggested itineraries, experience recommendations, product updates and visitor information.
* Publishing of translated content, supplied by Visit Victoria, to International language variant sites
* Editorial audits of feature page content for visitvictoria.com and its translated variants.
* Content optimisation and SEO

Visit Victoria may also require the following capabilities:

* Advertising copywriting
* Script writing
* Radio advertising
	1. Management of intellectual property

Suppliers must comply with all aspects of intellectual property and copyright law ensuring all content produced can be published and distributed freely and without infringing the rights of any individual or organisation. Suppliers will be required to manage the following:

* Acquisition and management of third-party content such as image, video and audio assets, trademarks and logos
* Correct treatment of third-party content in accordance with copyright and IP stipulations
* Plagiarism
	1. Technical capabilities

Visit Victoria’s consumer websites are built on a highly customised version of the Sitecore CMS. Suppliers must have a working knowledge of an enterprise level CMS, with Sitecore knowledge highly regarded. Visit Victoria’s internal content and technical resources will provide support and training to the appointed agencies and/or individuals however an ability to problem solve content application and presentation between the CMS and website front end is required. Suppliers will be required to perform the following functions:

* Building and publishing pages in Sitecore using content modules
* Manipulation of images and uploading and publishing of video and image content to the website
* Management and maintenance of editorial content and metadata within the CMS, including basic HTML and tech-related functionality
* Communication with editorial team and wider stakeholders via multiple project management platforms (Cooperate, Microsoft teams, Outlook etc)

Part B – Conditions of participation

1. Request for Proposal (RFP)

This RFP is not an offer. It is a formal request for Invitees to submit a Proposal (Invitee’s Proposal) for the supply of Goods and/or Services in response to the Overview of requirements in Part A.2. Nothing in this RFP is to be construed as creating any binding contract for the supply of Goods and/or Services (express or implied) between Visit Victoria and any Invitee.

* 1. Accuracy of RFP

Visit Victoria does not warrant the accuracy of the content of this RFP and will not be liable for any omission from the RFP documents.

* 1. Additions and amendments

Visit Victoria reserves the right to change any information or to issue an addendum to this RFP.

* 1. Availability of additional materials

Additional materials (if any) may be accessed in the manner set out in Item 9 of Part A.1. Invitees should familiarise themselves with the additional materials.

* 1. Representation

No representation made by or on behalf of Visit Victoria in relation to this RFP or its subject matter will be binding on Visit Victoria unless the representation is expressly incorporated into any contract(s) ultimately entered between Visit Victoria and an Invitee.

* 1. Licence to use Intellectual Property Rights

Persons obtaining or receiving this RFP and any other documents issued in relation to this RFP may use the documents only for the purpose of preparing an Invitee’s Proposal. Such Intellectual Property Rights as may exist in this RFP and any other documents provided to the Invitees by or on behalf of Visit Victorian connection with the RFP process are owned by (and will remain the property of) Visit Victoria except to the extent expressly provided otherwise.

1. Communication
	1. Communication protocol

All communications relating to this RFP and the RFP process must be directed to the Project Manager detailed in Item 3 – Part A.1.

* 1. Requests for clarification
1. Any questions or requests for clarification or further information regarding this RFP or the RFP process must be submitted to the Project Manager detailed in Item 3 – Part A.1 in writing at least 5 working days prior to the RFP closing time.
2. Visit Victoria is not obliged to respond to any question or request for clarification or further information.
3. Visit Victoria may make available to other prospective Invitees’ details of such a request together with any response, in which event those details shall form part of this RFP.
	1. Briefing session

Visit Victoria will hold briefing sessions at the location(s) and time(s) specified in Item 7 of Part A.1. An Invitee must attend the briefing session if it is specified as ‘mandatory’. If an Invitee fails to attend a mandatory briefing session, Visit Victoria may disqualify the Invitee from further participating in the RFP process.

* 1. Unauthorised communication
1. Communications (including promotional or lobbying activities) with staff of Visit Victoria or consultants assisting Visit Victoria with the RFP process are not permitted during the RFP process except as provided in clause 2.1 above, or otherwise with the prior written consent of Visit Victoria contact.
2. Nothing in this clause 2.4 is intended to prevent communications with staff of, or consultants to, Visit Victoria to the extent that such communications do not relate to this RFP or the RFP process.
3. Invitees must not engage in any activities or obtain or provide improper assistance that may be perceived as, or that may have the effect of, influencing the outcome of the RFP process in any way. Such activities or assistance may, in the absolute discretion of Visit Victoria, lead to disqualification of an Invitee.
	1. Anti-competitive conduct

Invitees and their Representatives must not engage in any collusion, anti-competitive or similar conduct with any other Invitee or person in relation to the preparation, content or lodgement of their Invitee’s Proposal. In addition to any other remedies available to it under Law, Visit Victoria may, in its absolute discretion, disqualify an Invitee that it believes has engaged in such collusive or anti-competitive conduct.

* 1. Consortia and trustees

Where the Invitee is a member of a consortium, the Invitee’s Proposal must stipulate which parts of the Goods and/or services that each entity comprising the consortium would provide and how the parties would relate to each other to ensure full provision of the required Goods and/or Services. All consortium members are to provide details relating to their legal structure, and where applicable, provide details of their special purpose vehicle established for the supply of the Goods and/or Services.

* 1. Complaints about this RFP

An Invitee with a complaint about this RFP or the RFP process which has not been resolved in the first instance with the Project Manager must follow the complaints procedure of Visit Victoria as detailed Item 11 of Part A.1.

1. Submission of an Invitee’s Proposal
	1. Lodgement
2. The Invitee’s Proposal must be lodged by the RFP closing time detailed at Item 5 of Part A.1. The closing time may be extended by Visit Victoria in its absolute discretion by providing notice to Invitees.
3. All Invitees’ responses lodged after the RFP closing time will be recorded by Visit Victoria. The determination of Visit Victoria as to the actual time that the Invitee’s Proposal is lodged is final.
4. Where this RFP requires or permits Invitee’s Proposals to be lodged via the internet through the website nominated at Item 5 of Part A.1, Invitees are deemed to accept the online user agreement applying to that website and must comply with the requirements set out on that website.
5. Where this RFP requires or permits Invitee’s Proposals to be lodged in hard copy, packages containing the Invitee’s Proposal must be marked and lodged as set out in Item 6 of Part A.1. Failure to do may result in disqualification from the RFP process.
	1. Late Invitee’s Proposal

If an Invitee’s Proposal is lodged after the RFP closing time, it will be disqualified from the RFP process and will be ineligible for consideration unless:

1. the Invitee can clearly document to the satisfaction of Visit Victoria that an event of exceptional circumstances caused the Invitee’s Proposal to be lodged after the RFP closing time; and
2. Visit Victoria is satisfied that accepting a late submission would not compromise the integrity of the RFP process.

Visit Victoria will inform an Invitee, whose Invitee’s Proposal was lodged after the RFP closing time, as to whether the Invitee’s Proposal is ineligible for consideration.

Should the Invitee’s Proposal be ineligible, it will be sent back to the Invitee with notification of ineligibility.

* 1. Providing an Invitee’s Proposal

It is the Invitee’s responsibility to:

1. understand the requirements of this RFP, the RFP process and any reference documentation;
2. ensure that all the information fields in Part C are completed and contain the information requested;
3. ensure that their Invitee’s Proposal is in the correct format, complies with all requirements of this RFP and is accurate and complete;
4. make their own enquiries and assess all risks regarding this RFP and the RFP process;
5. ensure that it did not rely on any express or implied statement, warranty or representation, whether oral, written or otherwise made by or on behalf of Visit Victoria or its Representatives other than any statement, warranty or representation expressly contained in this RFP;
6. ensure that they comply with all applicable Laws in regard to the RFP process;
7. be responsible for all costs and expenses related to the preparation and lodgement of its Invitee’s Proposal, any subsequent negotiation, and any future process connected with or relating to the RFP process.
	1. Obligation to notify errors
8. If an Invitee identifies an error in their Invitee’s Proposal (excluding clerical errors, which would have no bearing on the evaluation), they must promptly notify Visit Victoria.
9. Visit Victoria may permit an Invitee to correct an unintentional error in its Invitee’s Proposal where that error becomes known or apparent after the RFP closing time, but in no event will any correction be permitted if Visit Victoria reasonably considers that the correction would materially alter the substance of the response.
	1. Use of an Invitee’s Proposal

Upon submission, all Invitee’s Proposals become the property of Visit Victoria. The Invitee will retain all ownership rights in any Intellectual Property Rights contained in the Invitee’s Proposal. However, each Invitee, by submission of their Invitee’s Proposal, is deemed to have granted a licence to Visit Victoria to reproduce the whole, or any portion of their Invitee’s Proposal for the purposes of enabling Visit Victoria to evaluate their Invitee’s Proposal.

* 1. Withdrawal of an Invitee’s Proposal

An Invitee who wishes to withdraw a previously submitted response must immediately notify Visit Victoria of the fact. Upon receipt of such notification, Visit Victoria will cease to consider the Invitee’s Proposal.

* 1. Status of Invitee’s Proposal

Each Invitee’s Proposal constitutes a non-binding Proposal by the Invitee to Visit Victoria to provide the Goods and/or Services required under, and otherwise to satisfy the requirements in accordance with, Part A.2 – Overview of Requirements in this RFP.

1. Disclosure of RFP contents and RFP information

Invitee’s Proposals will be treated as confidential by Visit Victoria. Visit Victoria will not disclose Invitee’s Proposal contents and information except:

1. as required by Law;
2. for the purpose of investigations by the Australian Competition and Consumer Commission;
3. to other government authorities having relevant jurisdiction or where Visit Victoria has an obligation to report or otherwise provide information; or
4. to Representatives (including external consultants and advisers to Visit Victoria) engaged to assist with the RFP Process.
5. Capacity to comply with the overview of requirements

**Part A** details Visit Victoria’s requirements for the supply of Goods and/or Services the subject of this RFP. The assumption is that each Invitee will be capable of providing all of the Goods and/or services in full. Where an Invitee believes it will not be capable of providing all the Goods and/or Services in full or will only comply with **Part B** subject to conditions, it should either not apply or set out potential limitations in their Invitee’s Proposal.

Invitees who are invited to participate in subsequent RFP processes (should such eventuate) will be provided with a full specification for the relevant Goods and/or Services at that time.

1. Evaluation
	1. Evaluation process

Invitee’s Proposals will be evaluated in accordance with the evaluation criteria stipulated in Item 10 of Part A.1.

An Invitee’s Proposal will not be deemed to be unsuccessful until such time as the Invitee is formally notified of that fact by Visit Victoria.

Visit Victoria may in its absolute discretion:

1. reject any Invitee’s Proposals that does not include all the information requested or is not in the format specified in Item 6 of Part A.1;
2. after concluding a preliminary evaluation, reject any Invitee’s Proposal that in its opinion is unacceptable;
3. disregard any content in an Invitee’s Proposal that is illegible and will be under no obligation whatsoever to seek clarification from the Invitee;
4. disqualify an incomplete Invitee’s Proposal or evaluate it solely on the information contained within it;
5. alter the structure and/or the timing of the RFP process; and
6. vary or extend any time or date specified in this RFP for all Invitees.
7. Next stage of the RFP process
	1. Options available to Visit Victoria

After evaluating all Invitee’s Proposals, Visit Victoria may without limiting other options available to it, do any of the following:

1. prepare a shortlist of Invitees and invite further offers from those Invitees;
2. conduct a subsequent procurement process calling for the Goods and/or Services or any similar related Goods and/or Services;
3. shortlist one or more Invitees to proceed to further negotiations;
4. commence or continue discussions or negotiations with all or some Invitees without shortlisting any Invitees and allow any Invitee to vary its Proposal;
5. conduct site visits, due diligence checks, reference checks, financial checks and panel interviews during the evaluation;
6. invite some or all Invitees to give a presentation to Visit Victoria in relation to their Invitee’s Proposal and/or a demonstration of their Goods and/or Services;
7. invite some or all Invitees to submit a best and final offer in relation to all or certain aspects of their Proposal;
8. accept one or more of the Invitee’s Proposals;
9. decide not to proceed further with the RFP process or any other procurement process for the Goods and/or Services; or
10. commence a new process for calling for Invitee’s Proposals on a similar or different basis to that outlined in the original RFP.
11. No legally binding contract

Being short listed does not give rise to a contract (express or implied) between the preferred Invitee and Visit Victoria. No legal relationship will exist between Visit Victoria and a preferred Invitee relating to the supply of goods and/or services unless and until such time as a binding contract is executed by both parties.

1. Invitee warranties

By submitting an Invitee’s Proposal, an Invitee warrants that:

1. in lodging its Invitee’s Proposal, it did not rely on any express or implied statement, warranty or representation, whether oral, written, or otherwise made by or on behalf of Visit Victoria or its Representatives other than any statement, warranty or representation expressly contained in the RFP documents;
2. it has examined this RFP, and any other documents referenced or referred to herein, and any other information made available in writing by Visit Victoria to Invitees for the purposes of submitting an Invitee’s Proposal;
3. it has sought and examined all necessary information which is obtainable by making reasonable enquiries relevant to the risks and other circumstances affecting its Invitee’s Proposal;
4. it otherwise accepts and will comply with the terms and conditions set out in this RFP; and
5. it will provide additional information in a timely manner as requested by Visit Victoria to clarify any matters contained in the Invitee’s Proposal.
6. Organisation rights

Notwithstanding anything else in this RFP, and without limiting its rights at Law or otherwise, Visit Victoria reserves the right, in its absolute discretion at any time, to:

1. vary or extend any time or date specified in this RFP for all or any Invitees; or
2. terminate the participation of any Invitee or any other person in the RFP process.
3. Governing Law

This RFP and RFP process is governed by the Laws applying in the State of Victoria. Each Invitee must comply with all relevant Laws in preparing and lodging its Invitee’s Proposal and in taking part in the RFP process.

1. Interpretation

In this RFP, unless expressly provided otherwise:

1. the singular includes the plural and vice versa;
2. a reference to:
	1. ‘includes’ or ‘including’ means includes or including without limitation; and
	2. ‘$’ or dollars is a reference to the lawful currency of the Commonwealth of Australia; and
	3. a word or phrase is defined, and its other grammatical forms have corresponding meanings.
	4. time or date, is a reference to the Australian Eastern Standard Time in Melbourne.

| Definitions |  |
| --- | --- |
| Goods | means the products required by Visit Victoria as set out in Part A.2 – Overview of Requirements |
| Intellectual Property Rights | includes all present and future copyright and neighbouring rights, all proprietary rights in relation to inventions (including patents), registered and unregistered trademarks, confidential information (including trade secrets and know how), registered designs, circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields. |
| Invitee | means a person who submits an Invitee’s Proposal. |
| Invitee’s Proposal | means a document lodged by an Invitee in response to this RFP containing a Proposal to provide goods and/or services. |
| Item | means an item of this RFP. |
| Law | means the Law in force in Victoria, including common Law, Legislation and subordinate Legislation. |
| Overview of Requirements | means the overview of requirements set out at Part A.2. |
| Part | means a Part of this RFP. |
| Project Manager | means the person so designated at Item 3 of Part A.1. |
| Representative | means a party and its agents, servants, employees, contractors, associates, Invitees and anyone else for whom that party is responsible. |
| Request for Proposal (RFP) | means the opportunity set out in each of the documents identified in the Introduction to this RFP including this Part B.2, the RFP process and any other documents so designated by Visit Victoria. |
| RFP Closing Time | means the time specified at Item 5 of Part A.1 by which Invitee’s Proposals must be received by Visit Victoria. |
| RFP Process | means the process commenced by issuing an RFP for Invitee’s Proposal and concluding upon either early termination of the process or a subsequent procurement process. |
| Services | means the services required by Visit Victoria as stipulated in Part A.2 – Overview of Requirements |

Part C - Invitee’s Proposal’s

| **Organisation Profile**  |
| --- |
| Provide a brief overview of your profile, philosophy, and experience within the space provided below. Please provide a bullet point list of capabilities that you offer.**Word limit [500 words]** |
|  |

**Travel category experience** – Please provide details of your experience producing editorial content for the travel category.

|  |  |  |
| --- | --- | --- |
| **Company Name** | **Services provided** | **Links to work** |
|  |  |  |
|  |  |  |

**Specialist capability -** Please provide details of any digital specialist capability. e.g. SEO, content optimisation etc.

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**Content Strategy -** Please provide details of your experience in the development and implementation of a content strategy to support a marketing campaign. Please include at least one example including target segment, campaign objectives and final strategy.

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**Technical capability -** Please outline your experience and capabilities using an online CMS. Please include specific Sitecore experience if possible.

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**Financials**

Please outline your project fees in the tables below.

**Production fees**

Please use the spreadsheet below to outline the key personnel to nominated to work on the Visit Victoria account and include short bios of nominated personnel.

|  |  |  |
| --- | --- | --- |
| Name | Position | Hourly Rate |
|  |  |  |
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|  |  |  |
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|  |  |  |
|  |  |  |
|  |  |  |

**Bios of key Personnel**

**Other**

Please outline any additional production, administration and/or project management fees.

|  |  |
| --- | --- |
| Service/function | Hourly Rate/fixed fee |
|  |  |
|  |  |
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**Management of Intellectual Property -** Please provide a detailed description of your process for the management of intellectual property

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**Case Study – Creation of editorial content to support a major marketing initiative.**

Please provide an example of editorial content production to support an insight-driven ‘big idea’, executed across multiple channels, ideally including TV, paid digital, print, social and activation/PR. The case study should demonstrate your expertise in creating content designed to appeal to a defined audience and align with the brand strategy, campaign execution and performance objectives.

The case study must include:

* The specific business issue faced by the client.
* A description of the target audience and business objectives.
* The content strategy process undertaken.
* The process for adaptation of brand and communication objectives into aligned content outputs.
* A description of outputs including links to the final published content
* Performance metrics for the project.
* Total budget and time frame for the campaign.
* A list of internal and external stakeholders and how they were involved in the development and approval of content
* Details of the team that delivered the work and their current role within the business.

**Please note:** the case study should not include pro bono projects or work for Visit Victoria.