



JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT

Loan No.: 9203-JM – Component: *One*

Assignment Title: Development of a Nation Brand Strategy and Brand Identity for Jamaica

Reference No. (as per Procurement Plan): *FCG/AF/CON/32*

TERMS OF REFERENCE

1. BACKGROUND

Country Background

Jamaica is defined as an upper middle-income country by the World Bank, with Gross Domestic Product (GDP) per capita at current prices at US\$4,665 per capita (current prices) in 2020. During the last five decades, the Jamaican economy has evolved into what is now largely a service led economy, having emerged from being solely an agricultural society and sought with some success to navigate the era of industrialization. Presently, the country's main economic sectors are the services (tourism, financial services, restaurants, distributive trades, real estate, etc.) and good producing (agriculture, mining, manufacturing, and construction) sectors.

The Government of Jamaica (GOJ) is committed to positioning Jamaica as a major player within the global investment community by establishing a positive environment for mobilizing private investments to fuel the country's economic progress. The National Development Plan: Vision 2030 Jamaica acts as the programmatic framework for formulating and implementing policies and strategies that, inter alia, encourage private investments under Goal 3 which is "Jamaica's economy is prosperous". The aim is to put Jamaica in a position to achieve developed country status by 2030 and that Jamaica should be "the place of choice to live, work, raise families and do business."

Under Vision 2030 Jamaica, the GOJ is working to improve the business environment by enhancing the institutional and regulatory framework for business, investment and operations; developing efficient local and external markets for goods, services, labour and capital; and improving opportunities for micro, small and medium-sized enterprises. As part of this National Development Plan, public-private partnerships are expected to play a key role in developing strong economic infrastructure and in building a logistics-centred economy—both of which are key national strategies for raising Jamaica's global investment profile. The National Investment Policy (2020), which has been tabled in Parliament as a Green Paper, also seeks to position Jamaica as a major player in the global investment community driven by economic growth through sustainable development.

Current Situation

The GOJ, under the auspices of the Office of the Prime Minister (OPM) and its stakeholders, is now seeking to build-out Jamaica's nation brand to capitalize on the country's broad global recognition.

The first step is to obtain a clear vision from internal and external stakeholders of what the country represents and how it differs from other countries across all economic spectrums. Hence, Brand Jamaica, like other strong Nation Brands should "... signify all economic activities and feelings that are related to it..."¹, and in the case of Jamaica, goes beyond the country's reputation as a tourism

¹ Nigel Morgan, Rachel Piggot and Annette Pritchard, "Destination branding and the role of the stakeholders: The case of New Zealand," *Journal of Vacation Marketing* Vol.9 No.3 (Henry Stewart Publication,2003), <http://journals.sagepub.com/doi/pdf/10.1177/135676670300900307>

destination. International best practice shows countries with strong brands attract more investment, this is reflected in the following:

Welcome to “GREAT Britain!” Campaign (2012)²

- Launched in February 2012 as a 3-year Campaign
- Formulated under the ambit of a “GREAT Campaign Board”, a Committee of Cabinet
- 17 UK Gov’t and related organisations using the GREAT brand
- Global use by Foreign & Commonwealth Overseas (FCO) Offices
- Raised £68 mn (60%) of budget from the private sector
- Actual ROI to 2015 £1.2 bn
- The 5 year ROI target (2019/20) is £1.7-1.9 bn
- ROI to Funding ratio is 16:1 to 18:1

Colombia es Passion! Campaign (2002-2005)

- Exports rose 150% (2002 – 2007)
- GDP grew by 332% (2002 – 2007)
- The confidence index of the Colombian population increased by 75% (2002 – 2007)

Brand USA’s Marketing efforts (Since FY 2013)³

- 7.7 million incremental visitors
- \$25.5 billion in incremental spend
- \$56 billion in total economic impact
- \$7.3 billion in federal, state, and local taxes
- Over 45,000 incremental jobs supported each year
- A return to the U.S. economy an average of \$26 for each \$1 spent on marketing activities

Jamaica’s ability to attract Foreign Direct Investment (FDI), increase exports and attract talent is limited by the narrow international perception of the country as a tourism playground. Jamaica Promotions Corporation (JAMPRO) is constantly confronted with the low recognition of Jamaica as a business location, impacting on deals that could be made to develop the country. A definitive brand identity and branding strategy will help to reposition Jamaica on the international market as a place to do business without damaging the reputation of warmth and hospitality.

This strategy will present a unique opportunity to bring together the development of Jamaica’s competitive national identity, tourism profile and economic (business) development strategy to create a series of interrelated and interdependent strategic recommendations that define:

- Jamaica’s unique essence and competitive brand identity;
- A business strategy to improve global awareness that drives economic impact, including tourism

To facilitate the development of the strategy, in 2017 JAMPRO commissioned an international digital demand study on Jamaica’s appeal in five key areas: tourism, investments, export, national prominence and talent. Following this, a local survey on the perceptions of citizens towards Jamaica as a place to live, work and do business was undertaken. These studies have been developed to inform the positioning of the Jamaican brand and development of the country’s identity.

² chrome-extension://efaidnbmninnipocajpcgiclfefindmkaj/viewer.html?pdfurl=https%3A%2F%2Feffectivedesign.org.uk%2Fsites%2Fdefault%2Ffiles%2FDDBA_Radley_Yeldar_GREAT_Britain_Campaign.pdf&clen=4274264&chunk=truehttps://

³ <https://www.thebrandusa.com/resources/roi-study>

The positioning of the brand and the messaging used to communicate Brand Jamaica are critical to the overall success of the initiative. With multiple stakeholders involved, Jamaica requires a unique identifier on the world market from the layout of websites of promotional agencies to the fonts in ad campaigns, all while ensuring that the intellectual property of Brand Jamaica is protected. It is on this basis that JAMPRO seeks to procure consultants (firm) to develop a strategy and marketing plan to support the rollout of Brand Jamaica, as well as corresponding marketing collateral to support execution of strategic marketing-communications plan.

The Nation Brand Initiative was approved via Cabinet Decision Number 36/19, which will be supported by the Nation Brand Strategy Technical Working Group (TWG), chaired by Diane Edwards, President of JAMPRO and a Steering Committee chaired by the Most Honourable Andrew Holness, Prime Minister of Jamaica. The TWG will be comprised of a combination of public and private entities/individuals to ensure an integrated and collaborative approach to the development of the Strategy. A critical component of the TWG is the establishment of a marketing sub-committee with a focus on private sector engagement in the development of the strategy; and a second sub-committee focused on citizen and general business engagement in establishing the foundational aspects of the brand.

Project Description

The Government successfully engaged the World Bank to extend and expand its 6-year US\$50 million loan facility called Foundation for Competitiveness and Growth Project (FCGP) to allow it to deepen the reform initiatives that had been supported under the Project. The FCGP's development objective, of which this contract will form a part is, *"To strengthen the business environment in Jamaica for private investment"*.

Approval was recently granted for the Additional Financing of US\$10 million from the World Bank and the Government committed to provide a further US\$5 million, thus providing a total of US\$15 million to support the various government entities' implementation of investment climate reforms.

FCGP is now expected to be concluded on March 31, 2024, based on the additional financing that has been approved by the World Bank and GOJ to implement additional initiatives expected to strengthen the enabling environment for private sector competitiveness and trade environment, thereby helping Jamaica to unleash its potential for productivity and growth.

2. OBJECTIVE(S) OF THE PROJECT

The primary objective of this project is to develop an overall Nation Brand Strategy for Jamaica, inclusive of the development and design of a national brand identity, as well as, the design and production of creative assets and/or marketing collateral. This will be used to guide the rollout and promotional activities of key stakeholders including, Office of the Prime Minister (OPM), Jamaica Promotions Corporation (JAMPRO), Ministry of Tourism (MOT), Ministry of Culture, Gender, Entertainment & Sport (MCGES), Jamaica Tourist Board (JTB) and Ministry of Foreign Affairs and Foreign Trade (MFAFT) in all their relevant sectors.

The purpose of this 48-week contract is as follows:

- Present a brand strategy that includes the country's brand positioning, personality and essence, to target a global audience in a way that drives global awareness and commerce for Jamaica, and also is inspirational to Jamaican nationals;
- Present a comprehensive marketing strategy for the newly created Nation Brand;

- Present the execution plan for local and international launching and rollout of the Nation Brand, including placement strategy;
- Create short-term, medium-term, and long-term brand evaluation measures; and
- Develop the visual identity of the brand delivering:
 - Brand Positioning
 - Brand Hierarchy
 - Brand Guidelines
 - Design and production of creative assets/content (print and digital)

The results to be achieved by the Consultant is a Jamaica Nation Brand Strategy, which comprises of the development of an aspirational brand positioning, brand identity design, detailed marketing strategy, launch and execution plan, as well as an international roll out inclusive of a placement & content strategy.

Related Programmes

This consultancy forms Phase One of a two-phased initiative for the development of the Nation Brand strategy that also includes: *Phase Two*: Launch and rollout of strategy and marketing campaign, including placement of marketing collateral. It should be noted that Phase One of this project was approved for implementation by GOJ pre-COVID, however due to the country's recent financial constraints, the project was put on hold. It is anticipated that the GOJ will provide funding for the implementation of Phase Two.

3. SCOPE OF SERVICES, TASKS AND EXPECTED DELIVERABLES

3.1 The Scope of Services shall include the following key tasks:

a) Inception Report

- i. Convene an inception meeting with the Nation Brand Strategy Technical Working Group, established with representation of key stakeholders from various entities to clarify objectives and terms of the engagement, present the work plan and methodology for undertaking the assignment.
- ii. Convene any other meetings considered relevant to the preparation of the Inception Report.
- iii. Collect and review all relevant material such as the Digital Demand Study and Local Perception Survey & Country Brand Strategy, sourcing updated versions relative to Jamaica where possible.
- iv. Develop a comprehensive work plan for the duration of the consultancy to include all consultations, meetings, deliverables and other engagements and activities.
- v. Append a draft outline of the National Brand Strategy for review, comments and approval.

Deliverable: Inception Report

b) Situation Analysis and Best Practice Report

- i. Conduct review and analysis of current and past brand strategies, including proposals submitted for consideration by Jamaica, approaches adopted by Jamaica.
- ii. Identify and assess global best practices, lessons learned, challenges and opportunities as well as outcomes and impact of strategies implemented in other countries, including those with similar brand characteristics.
- iii. Conduct stakeholder interviews with government, private sector, academia and civil society.
- iv. Complete a SWOT analysis of the current situation.

- v. Prepare country risk analysis.
- vi. Review, analyse and document current international trends, strategies and approaches towards nation branding, including the impact that each approach has had on the socio-economy of the country (where available).
- vii. Review and report on key competitor countries' brand strategies and global best practices.

Deliverable: Situation Analysis and Best Practice Report

c) Draft Nation Brand Strategy

- i. Conduct focus group sessions and workshop(s) to define Jamaica's brand identity to include Jamaicans locally and in the diaspora, as well as the international non-Jamaican audiences.
- ii. Define and document target audiences for brand promotion.
- iii. Present three (3) preliminary brand positioning strategic options for selection by the Nation Brand Strategy Technical Working Group.
- iv. Finalise the Brand Positioning Strategy, based on guidance from Nation Brand Strategy Technical Working Group.
- v. Develop a comprehensive marketing strategy, including a launch strategy, for the newly created Nation Brand. A core component of this strategy should be towards leveraging digital channels as a means of communication and promotion.
- vi. Develop a detailed implementation plan to include timelines, roles and success criteria for each activity.
- vii. Develop a detailed monitoring and evaluation framework for the newly created strategy, including intermediate and long-term indicators and targets – both qualitative and quantitative – as well as the means of verification. In doing so, consideration should be given to reputable global rankings.
- viii. Development of a brand sustainability plan, including but not limited to the incorporation of a framework to license the brand on a commercial basis to Jamaican private sector entities to support global export and services.

Deliverable: Draft Nation Brand Strategy

d) Stakeholder Consultation Workshop

- i. In consultation with the National Brand Strategy Technical Working Group, organize and facilitate a stakeholder consultation workshop to validate findings and obtain further input into the draft strategy.
- ii. Administer a workshop survey to gather feedback on the Strategy.
- iii. Prepare Workshop Report on proceedings and outcomes of the workshop, including summary survey report.

Deliverable: Stakeholder Consultation Workshop Report

e) Final Nation Brand Strategy

- i. Integrate findings and recommendations from stakeholder workshop and other stakeholders in draft Nation Brand Strategy.
- ii. Prepare final draft Nation Brand Strategy, including launch and execution plans, proposed budget, as well as content and placement strategies.
- iii. In preparation for the next deliverables, provide recommended criteria and weightings, as well as scoring guidelines for the selection of the Brand Design.
- iv. Submittal of production cost details and justification.

Deliverables:

- ***Final Nation Brand Strategy***
- ***Brand Identity Design Selection Matrix***

f) Brand Identity Design

- i. Using the approved Nation Brand Strategy as a guide, develop five (5) potential Brand Identity Designs for consideration with proposed criteria and weightings for selection.
- ii. Undertake national consultations on the brand identity designs to inform final selection. This should include a social media campaign and relevant survey tools, such as Survey Monkey, supported by requisite public relations to ensure awareness and extensive national participation.
- iii. Support the Nation Brand Strategy Technical Working Group in the selection process of the design.
- iv. Develop Draft Brand Manual with brand identity guidelines, positioning, design and hierarchy in keeping with selected design

Deliverables:

- ***Final Brand Identity Design Selection Report***
- ***Draft Brand Manual***

g) Brand Manuals/Guides and Marketing Collateral

- i. Develop and present a brand manual and style guide for Brand Jamaica.
- ii. Design and development of final marketing collateral/assets in line with developed brand positioning and identity for continued use by stakeholders in promotional material.
- iii. Produce features for online, television and radio promotional campaigns.
- iv. Design and development of templates and final creative assets for digital and printed promotions for target audiences including: videos, adverts/artwork, brochures, posters, gifts and trinkets.
- v. Present promotional material to key stakeholders to update their feedback for finalisation.

Deliverables: Final Brand Manual and Style Guide, templates, and Marketing Collateral

h) Monthly and Final Reports

- i. Prepare and submit monthly progress reports and other updates, as is required.
- ii. Prepare Final Project Report.

Deliverables: Monthly Progress Reports, Final Report

3.2. Expected deliverables are:

- i. Inception Report
- ii. Situation Analysis and Best Practice Report
- iii. Draft and Final Nation Brand Strategy
- iv. Stakeholder Consultation Workshop Report
- v. Brand Identity Design Selection Matrix
- vi. Proposed Production Cost Details
- vii. Final Brand Identity Design Selection Report
- viii. Brand Manual and Style Guide

- ix. Marketing Collateral and Brand Templates
- x. Monthly Progress Reports
- xi. Final Report

4. TEAM COMPOSITION & QUALIFICATION REQUIREMENTS

Key Expert 1: Team Leader

- An undergraduate degree in Media & Communication, Public Relations, Media Studies, Market Research, Business Administration and/or Management other relevant field is required, although a post-graduate degree is preferred.
- At least seven (7) years' experience in destination/nation/country branding projects.
- At least seven (7) years' experience working on similar global marketing projects in the wider region or globally.
- Experience working with both the Public and Private sector in developing strategic plans would be an asset.
- Demonstrable track record in meeting deliverables and deadlines for similar projects.

Key Expert 2: Marketing Specialist

- An undergraduate degree in Marketing, or related field, although a post-graduate degree is preferred.
- At least seven (7) years' experience in developing and executing marketing plans/strategies.
- Experience in developing marketing strategies and monitoring and evaluation tools for plans/programmes/strategies.
- Excellent communications and presentation skills.

Key Expert 3: Content Developer

- An undergraduate degree in Multimedia Design, Content Development or Journalism or other relevant field.
- At least 5 years' relevant experience, including at least two major projects in recent five-year portfolio.
- Relevant certifications/training in the area of content development and social media marketing.
- Experience in creative production, design, visual brand development and editing of promotional content.
- Competent in the use of relevant software.
- Demonstrated experience working with internal and external stakeholders.

Other Non-Key Experts

The Contractor must select and hire other experts as required according to the profiles required and as identified in their methodology. All experts must be independent and free from conflicts of interest in the responsibilities they take on. The overall team should include local representatives and experts to ensure best leverage. For the baseline survey to be undertaken, the Contractor may associate with other firms as sub-consultants to execute the assignment.

5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

The Planning Institute of Jamaica is the Contracting Authority and will be responsible for final approval of any contractual amendments and payments.

The Contractor will report to JAMPRO, as the Contract Supervisor. The Contract Supervisor shall be responsible for general oversight of the project, the approval of contractual deliverables and payment requests. Final approval of the deliverables resides with the President of JAMPRO, or her designate, the Vice President with responsibility for Marketing, who will have day-to-day operational oversight of the Contractor. The Contractor will also be required to interface with the Nation Brand Strategy Technical Working Group, who should be consulted before the approval of any relevant deliverables.

The intended start date is March 2023, and the period of implementation is Forty-Eight (48) weeks from effective start date of the contract.

To ensure timely review and approval of deliverables the following is to be implemented as a part of the project execution.

- Scheduled Deliverable review meetings with the TWG and Consultant team, convened to enable an expedited and real time feedback process for all submitted deliverables requiring review. These meeting will take place prior to final submittal and approval.

The Consultant shall provide the following reports:

Name of Deliverable	Minimum Content	Time of submission	Review Period	Payment
Inception Report	Work plan including methodology, timelines, reports/documents to be reviewed, stakeholder and national consultation schedule, draft outline of draft Nation Brand Strategy.	Three (3) weeks after commencement of contract	1 week	10%
Situation Analysis, Best Practice Report and Draft Nation Brand Strategy	<ul style="list-style-type: none"> • Analysis of findings from desk research, stakeholder consultations, SWOT analysis, country risk analysis, international trends, competitor analysis and best practices. • Branding Repositioning Strategy, comprehensive marketing strategy, launch strategy, implementation plan and monitoring and evaluation framework. 	Nine (9) weeks after the approval of the Inception Report	3 weeks	20%
Stakeholder Consultation Report	Overview of Proceedings of Workshop based on agenda, summary of discussions and conclusions, impact on draft and recommendations. Appendices- Agenda, Attendance List (name, organization, position, email, telephone)	Three (3) weeks after the approval of draft Nation Brand Strategy	1 week	N/A
Final Nation Brand Strategy and Selection Criteria Matrix. Submittal of	Draft strategy updated with incorporation of agreed feedback from National Consultation Workshops and	Three (3) weeks after the approval of the Stakeholder	2 weeks	25%

Name of Deliverable	Minimum Content	Time of submission	Review Period	Payment
production cost details and justification	other stakeholders. The Selection Criteria Matrix is to outline recommended criteria and weightings to be used for the selection of the Brand Design. Submittal of production cost and supporting details.	Consultation Report		
Brand Identity Design Selection Report and Draft Brand Manual	Options are to be presented for the Brand Design and taken through a selection process using transparent criteria and that involves the participation of the public. Once selected a draft Brand Manual will be developed with identity guidelines, positioning, design, and hierarchy	Five (5) weeks after the approval of the Final Nation Brand Strategy	2 weeks	5%
Final Brand Manual, templates, and production of marketing collateral	Final Brand manual and style guide for Brand Jamaica, design templates for collateral material, features for online, television and radio promotional campaigns, printed promotional material	Eight (8) Weeks after the approval of the Brand Identity Design	4 weeks	30%
Monthly Reports	<ul style="list-style-type: none"> • Activities undertaken for the month • Status of implementation of project versus plan, with explanation for variations. • Issues, challenges, and recommendations • Activities to be undertaken in the next period 	Within five (5) days after the end of the month	1 week	N/A
Final Report	Description of achievements including issues faces, risks contemplated and related responses and recommendations.	2 weeks after the approval of the Final Nation Brand Manual Templates and Marketing Collateral	2 weeks	10%

Reports may be submitted in soft/electronic copy using both Microsoft Word and Adobe PDF. The Final Report and PowerPoint Presentation shall be delivered by electronic copy as above, via email. Each Report mentioned above, except the monthly status report, should be presented to Nation Brand Strategy Technical Working Group to facilitate review and approval by JAMPRO.

Where deliverables are subject to revision following review, the Consultant shall provide the updated version in tracked change and clean formats, along with a comments review matrix as may be appropriate.

The Consultant will be required to participate in monthly contract execution update meetings to facilitate proactive monitoring and mitigation of risks. These should be included in the workplan, which is a part of the Inception Report. The Consultant shall maintain a rolling list of Action Items resulting from these meetings and provide updates at each subsequent meeting.

All deliverables produced under this assignment are the property of the GOJ and cannot be reproduced, shared, or distributed without prior consent of the Contracting Authority and Supervising Entity.

6. CLIENT'S INPUT AND COUNTERPART PERSONNEL

All day-to-day operations and communication regarding the implementation of activities under the contract will be handled by the Supervising Entity – JAMPRO. The Consultant Team will work remotely and will only be accommodated at JAMPRO as needed.

- (a) Professional and support counterpart liaison personnel to be assigned by JAMPRO to troubleshoot any difficulties that may arise in implementation.
- (b) JAMPRO will provide contact information and introductory letters/emails to relevant stakeholders to ensure the opening of communication channels for the consultant. JAMPRO will facilitate introduction to beneficiary partners as required under the contract.
- (c) JAMPRO will provide base documents to the Consultant that are in its possession.
- (d) At the Consultant's request, JAMPRO will organize meetings of the National Brand Strategy Technical Working Group.