



**EMBASSY OF THE REPUBLIC OF RWANDA
IN WASHINGTON, D.C-USA**

RENEWAL OF MARKETING SERVICES AGREEMENT

BETWEEN

THE EMBASSY OF THE REPUBLIC OF RWANDA IN WASHINGTON, D.C-USA

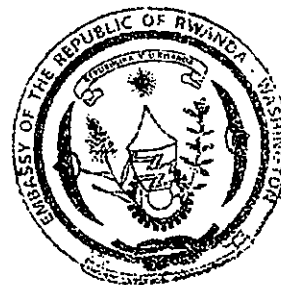
(On behalf of Rwanda Development Board(RDB))

AND

An MMGYGLOBAL COMPANY/MYRIAD INTERNATIONAL MARKETING, LLC

REFERENCE TO THE INITIAL MARKETING SERVICE AGREEMENT SIGNED on 21 MAY 2018

A handwritten signature in black ink, appearing to be "Em" followed by a stylized flourish.



This is a **renewal of Initial Marketing Service Agreement**, signed on 21 May 2018, between:

Embassy of the Republic of Rwanda in Washington, D.C-USA, on behalf of **Rwanda Development Board (RDB)**, (hereinafter referred to as "**The Client**"), The Embassy's mailing address: 1875 Connecticut Ave NW #540, Washington, DC 20009, Phone:(202) 232-2882, email: info@rwandaembassy.org, represented by **Ambassador Professor Mathilde Mukantabana**, Ambassador of the Republic of Rwanda in Washington, D.C-USA, (RDB's Head Office is at KN 5 Rd, KG 9 Ave, Gishushu, P.O. Box 6239 Kigali), Email: info@rdb.rw

And

Myriad International Marketing, LLC, a Delaware limited liability company with offices at 6033 West Century Boulevard, Suite 900, Los Angeles, California 90045 (hereinafter referred to as "**The Agency**"), represented by....., CEO/Managing Director,

WHEREAS:

Both Parties agree to make a Renewal of the initial Marketing Service Agreement in consideration of the same the terms and conditions,

Considering that this Renewal is consistent with Clauses 3 and 11 of the Initial Marketing Service Agreement,

Now, therefore, the Parties agree, without prejudice to other Clauses of the initial Marketing Service Agreement, as follows:



Article One: Renewal of Marketing Service Agreement

Pursuant to Articles 3 and 11 of the initial Marketing Service Agreement, Parties agree to renew the duration of Marketing Service Agreement for ONE YEAR effective from the expiry date of the previous one.

Article 2: Revised Plan of Action

Except, the revised Plan of Action, attached herewith in the **Appendix**, other Clauses than those mentioned in the present renewal shall remain in force in accordance with the Marketing Service Agreement.

IN WITNESS of the Parties hereto have subscribed to the renewal of the initial Marketing Service Agreement to the date of its signature.

Washington, D.C-USA, 8/26/2019

The Agency

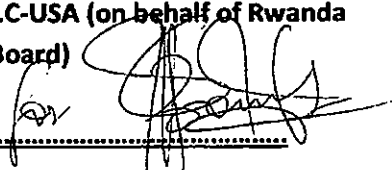
Signature: 

Ms.

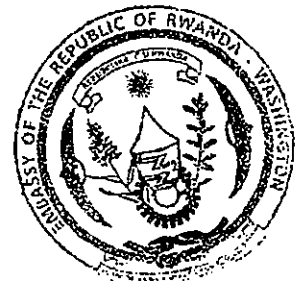
Position.....

Myriad International Marketing, LLC

**The Embassy of the Republic of Rwanda in
Washington, D.C-USA (on behalf of Rwanda
Development Board)**

Signature: 

Ambassador Professor Mathilde Mukantabana
Embassy of the Republic of Rwanda in
Washington, D.C-USA



Appendix 1**TERMS OF REFERENCE TO HIRE MARKET REPRESENTATION SERVICES FOR RWANDA
TOURISM IN NORTH AMERICA****I. BACKGROUND AND CONTEXT**

Rwanda Development Board (RDB) is a public institution with a vision of transforming Rwanda into a dynamic global hub for business, investment and innovation. The Rwanda Development Board (RDB) mission is to fast track economic development in Rwanda by enabling private sector growth.

Rwanda aims to be the premier eco-tourism destination on the African continent. Tourism goals include promoting Rwanda as a high quality tourism destination, to serve as a regional meetings and conference hub for Central and Eastern Africa, and enhance Rwanda's diverse and unique tourism products in order to bring tourists to the country and generate revenues that contribute significantly to the country's overall socio-economic development.

For this purpose a Sustainable Tourism Master Plan was finalized in 2015 to provide a broad vision for the promotion and development of the Rwanda Tourism Industry. The new strategy provides guidance for development of the tourism industry through special focus on aggressive marketing in Rwanda's traditional key source markets, but also new identified source markets with the view to achieving Rwanda's annual revenue growth target increase of 15%.

The strategic framework identified priority markets against which focused effort will be given so as to increase arrivals as well as tourism revenues thereby boosting the tourism sector in general.

Market representation needed to cover North American markets:

	Key Source market	Targeted Countries / Regions	Countries
	North America	2	USA and Canada




II. OBJECTIVE OF THE ASSIGNEMENT

To increase Rwanda's share of arrivals from the above target markets by raising its profile through a range of channels that will reach consumers, travel trade and the media, and achieve a positive view of Rwanda as an attractive and sustainable 'must-see' destination.

The main purpose of the consultancy is to provide and implement an action plan that will allow reaching and attracting a greater number of visitors to Rwanda.

The Marketing Representation Company will be required:

- To develop together with RDB a marketing strategy for the region
- To ensure the marketing strategy is implemented;
- To ensure tourism arrivals and revenues are increased;
- To provide market intelligence on North American outbound tourism market;
- To ensure coordination of RDB's in-country activities for example during tourism fairs, road shows or where relevant trade missions in the respective countries, with the overall objective of raising awareness of Rwanda as a must visit tourism destination.

III. SCOPE OF WORK

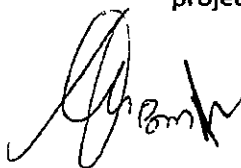
The marketing company will serve as RDB's Tourism Marketing Representation Company by carrying out marketing activities in identified markets namely:

- United States of America
- Canada

The recruited company will work under the direct supervision of RDB and Rwanda Embassies in target markets, and will cover the following:

Strategic Planning

- To work with RDB Tourism Department to design an appropriate market development / representation strategy for target market(s), including an agreed budget and marketing mix, to deliver Rwanda's objectives in the target market(s)
- To establish and extend a strategic network of stakeholders in the target market(s)
- To research and identify relevant marketing channels.
- To build the Rwanda's brand and to increase trade and consumer awareness
- To elaborate a 1-year marketing operation plan as the initial deliverable of the project and ensure proper management and reporting of the allocated budget



Content Development and online presence for the North American market

- Development and regular update of online tourism content in the language used in North American countries
- Contribute to Rwanda tourism social media activities for USA and Canada markets/generate and manage content.
- To monitor and evaluate impact of online activities and report against pre-determined targets on a quarterly basis.

Media Communication

- To advise on communication and represent Rwanda Tourism as official spokesperson in the target market(s)
- To be the first point of contact for media enquiries, maintaining relationships with leading journalists and helping to secure a reputation for Rwanda as a reliable media partner.
- To secure regular editorial space in consumer and trade media across all platforms (print, digital and broadcast) to promote Rwanda, preparing press releases and drafting statements for RDB officials and other opinion leaders.
- To monitor all media output
- To plan and facilitate press trips, after identification of relevant travel journalists. Close collaboration with airlines, hotels and local tour companies needed to co-fund the trip and make it cost effective.
- To respond appropriately to any reputational risk
- To support Rwanda's online media activity in relation to the target market(s)
- To monitor and evaluate impact of activities and report against pre-determined targets on a quarterly basis.

Advertising Campaigns

- To give input and design tactical and strategic advertising campaigns appropriate to the market, including print, online and involving competitions, sponsorship and events where relevant.
- To negotiate advertising space and optimum deals at cost effective rates for the client.
- To produce and distribute all marketing literature and campaign material under guidance of RDB Tourism Department, and ensure they are consistent with Rwanda branding and market objectives.



- To monitor and evaluate impact of activities and report against pre-determined targets on a quarterly basis.

Trade Communication

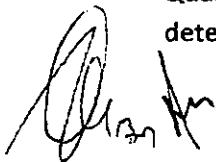
- To establish and develop a database of travel tour operators, airlines and other stakeholders in the target market(s) and share this with RDB Tourism Department.
- To maintain communication through appropriate channels e.g. Newsletters, webinars, destination training programs.
- To plan and facilitate study tours and familiarization trips.
- To monitor travel advisories and, when appropriate, take remedial action.
- To attract travel trade.
- To monitor and evaluate performance and trade linkage activities and report against pre-determined targets on a quarterly basis

Events

- To manage RDB Tourism Department's participation at key tourism fairs, road shows and other market events, arranging a compelling programme of industry meetings and workshops, media interviews and press conferences.
- To pre-arrange appointments for RDB with stakeholders at events
- To identify additional event platforms with market partners and devise a strategic programme of complementary market events.
- To contribute to other events to promote the Rwanda brand
- To prepare briefing notes and media packs and produce event reports and assessments.
- To monitor and evaluate performance activities and report against pre-determined targets on a quarterly basis

IV. KEY -DELIVERABLES

- Market intelligence report for North American market developed and submitted. This should include USA and Canada outbound market, spending, outbound travel market to Africa, to EAC and to Rwanda where relevant, interest products, length of stay etc.
- One-year budget and marketing/ market representation plan developed and delivered.
- Quarterly report produced and submitted to RDB on activities against determined target indicators.



- Database of tour operators in USA and Canada market(s), and specify the ones that are selling Africa tourism products.
- Database of Travel media / exposure featuring Rwanda tourism on a quarterly basis
- Increase visibility through articles featuring Rwanda published in key North American travel media platforms – online, broadcast and/or print an indication of the value of media exposure generated.
- Grow Rwanda's share of North American market visitors, by 15% per annum using 2016 RDB Tourism Arrival Statistics as a baseline.
- Tourism revenues from target markets increased using 2016 RDB Tourism Revenue Statistics as a baseline.
- Quality promotional materials available and distributed throughout the North American markets (Destination brochure, videos, maps, sales tool kit, press tool kit etc) should be developed considering the market official language and needs / preferences for ease of business, in consultation with RDB Tourism department.
- B2B/travel trade meetings successfully organized.
- International Tour Operator and Media familiarization trips organized.
- Identified tourism fairs and roadshows in target markets successfully organized.

V. DURATION OF THE ASSIGNMENT AND LOCATION

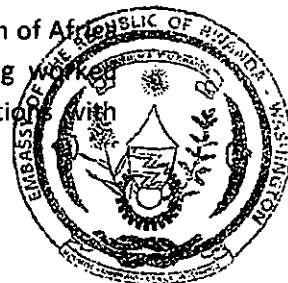
The contract shall be established for a period of one year, with a renewal upon performance satisfaction measured.

VI. REPORTING OF SUPERVISION ARRANGEMENTS

The Agency will report directly to Rwanda Development Board Tourism Department on monthly and quarterly basis, with weekly email flash reports. Report to be shared with Rwanda Embassies in Washington DC – USA and Ottawa – Canada.

VII. PROFILE OF THE FIRM

The Consultant Company should have tourism working experience in promotion of Africa and preferably the Sub/Saharan region, and be able to demonstrate having worked within the target markets of this TOR. Preference will be given to organizations with



proven relevant experience in undertaking a task of similar magnitude, and shall preferably, among others have, the following qualifications/experience:

- 10 years' experience of representing and advising tourism destinations
- Profound knowledge of the travel industry, consumers and media in the primary source market(s)
- A strong network of relationships across travel trade media platforms and channels
- A commitment to sustainable development and environmental management of tourism.
- Highly professional and motivated with an instinctive flair for creativity
- Superlative communication and networking skills
- Expertise in digital media and other emerging channels
- Committed to delivering outstanding results for Rwanda Tourism
- Proven track record to work in a multi-cultural and inter-disciplinary environment will be required.

The international firm must have local offices in or representative offices in both USA and Canada.

a	PROJECT DETAIL	BUDGET (US\$)
	ACCOUNT MANAGEMENT	
Representation Monthly Fee	Representation fee includes but is not limited to the following: - Account Management: Database management, client calls (biweekly), product audits, strategy planning, other account management activities - Reporting: Quarterly reports, post-event reports - Sales Calls/Training/Trade Meetings: organizing meetings with tour operators, travel time, attendance, general ongoing relationship management - Webinars: preparation, setup, invitations, presenting, follow-up - PR Services: Monthly pitching, drafting press releases - Fam Trips (Trade): Recruitment,	\$ 8,000



	attendance, itinerary coordinating, domestic travel coordinating - Press Trips: Recruitment, attendance, itinerary coordinating, domestic travel coordinating - Conferences in activity plan: Setting up meetings, travel arrangements, sponsorship organization, attendance, follow-up, expenses	
TOTAL ANNUAL RETAINER FEE		\$ 96,000
RESEARCH		
Annual Brochure Audit	Annual review of Rwanda product in North American tour operator programs. Includes ongoing updates throughout the year when product is added.	Included in retainer fee
PUBLIC RELATIONS		
Monthly Pitching	Pitching proactive story angles and reactive media leads where appropriate. Pitch angles may include, but aren't limited to new hotel openings, Rwanda's sustainable tourism, gorilla trekking, etc.	10 Hours Per Month Included in Monthly Retainer
Press Releases	Press releases can be drafted and distributed in the instance that major news is released from the destination. Can be distributed manually at no cost via Myriad media database or through a release distribution channel (like PR Newswire or TravMedia) for a fee.	1 Per Year Included in Monthly Retainer (additional press releases may be drafted when relevant news is available)
Press Trips	Two press trips throughout the year with 4-5 press attendees per press trip. Trips will focus around specific angles like Kwigira Izina, new hotel openings, luxury experiences, outdoor and trekking experience, cultural corridor and more. We will vet individual media and accept based on budget.	\$ 30,000
New York Media Tour	IMM was a great opportunity to put	\$ 2,500



	Rwanda on media's radar in the US and Canada. We have great momentum from our participation, so this year, in lieu of TravMedia IMM, we recommend a New York media tour with top New York area media (Meredith and Hearst publishing houses are both located in New York City). Myriad could arrange multiple media appointments over the course of three to four days to share the latest from Rwanda with the media. We would time around when the team would be in NY. We would arrange to meet with more high-quality leads at a lower cost. Average of 4-5 media per day (recommend 2-3 days).	
TOTAL ANNUAL PRESS RELATIONS BUDGET		\$ 32,550
TRADE RELATIONS		
Trade Shows (TTE)	Attendance at TTE 2019. Budget allocation includes registration for 2 delegates, flights for Myriad rep, and shipping. This activity was approved and completed.	\$ 8,000
Trade Shows (APTA)	APTA Annual Forum, including a small sponsorship with a 15-minute presentation. Budget allocation includes travel expenses, annual membership, registration, and an estimated cost of \$1,300 for the sponsorship. This activity has been approved and secured.	\$ 4,000
Trade Shows (USTOA)	Participation at USTOA 2019. Budget allocation includes travel expenses, event attendance for 2 delegates and annual membership costs. We would recommend allowing only Myriad rep to attend to save on costs.	\$ 8,000
Goway Africa Canadian Roadshow	Goway is hosting an Africa specific Roadshow in Canada in September in Toronto, Edmonton, and Calgary.	\$ 5,000

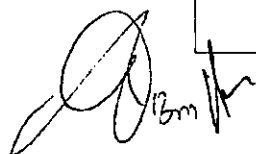
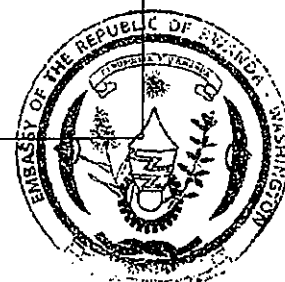
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	Budget estimate includes all participation costs (20 min training session for Goway staff in Toronto + trade events in each city), hotels, and flights for one Myriad rep. Additional RDB rep would cost \$1,700 registration/hotels not including flights.	
Fam Trips	Fam Trip for Kwita Izina to continue to focus on tour operators not selling Rwanda or those that sell it as an add-on. Recommending 3-4 participants. Consider second Fam trip cohosted with wholesale partner (i.e. Goway) with top selling travel agents across US and Canada. Support for African Travel fam trip in November 2020.	\$ 20,000
Webinars	Quarterly Webinars: 1. Primate Encounters, 2. Genocide History, 3. What's new in Rwanda, 4. Repeat Community Based Tourism Webinar	\$ 2,500
Newsletters	Quarterly newsletters to be sent in advance of webinars (will include invite). Newsletters will include recent news and updates from DMCs, hotel properties, etc. and possible a space dedicated to donation to a Rwanda charity organization. The estimated budget includes full buildout of template by MMGY creative team.	\$ 10,000
TOTAL ANNUAL TRADE RELATIONS BUDGET		\$ 57,500
CONSUMER MARKETING		
Digital Marketing Campaign	Digital marketing campaign developed in 2019, carrying over to 19/20 fiscal year. This activity has been confirmed.	\$ 102,800
TOTAL CONSUMER ACTIVITIES BUDGET		\$ 102,800
TOTAL BUDGET		\$ 288,800




INCREMENTAL OPPORTUNITIES		
Trade Shows (NYT 2019) **	Recommendation is for all planning to go through Myriad. This budget would be if we reused last year's structure and would include registration expenses, furniture, travel for one Myriad team member. If we commissioned a new structure, this budget should increase by a minimum of \$10,000+. - Booth/Registration: \$11,000 for a 10x30 booth (5 DMCs max for this space) - Furniture Rental: \$13,000+ - Freeman's Labor and Electricity: \$2,000+ - NJF Coordination of events: \$5,000 - Travel Expenses for Myriad Team: \$2,000 minimum per team member not in NY - Misc. expenses (giveaways, uniforms, shipping): \$2,000+ - Myriad Fee for time, coordination, DMC briefing, etc. (outside of workplan): \$7,500 - Consider extra budget for cultural performers, RDB travel, etc.	\$ 42,500
Rwanda East Coast Roadshow**	Host Travel Agent Events in 2 East Coast Cities; DMCs welcome. This is only an estimate and could increase based on inclusions and cities chosen. - Invite Design / Database Distribution and Follow-Up: \$2,500 - Venue Costs per City (2 Cities): \$10,000+ - Travel Expenses for Myriad Team: \$4,600 (\$2,300 per team member) - Misc. expenses (giveaways, shipping): \$2,900 - Myriad Fee for time, coordination, DMC briefing, etc. (outside of workplan): \$7,500 - Consider extra budget for cultural	\$37,500

	performers, RDB travel, etc.	
Epic Trails	See Partnership Opportunities Deck; \$43,250 is the cost for the recommended activities. Estimate \$50,000 to include travel costs for Epic Trails reps.	\$ 50,000
Travel Noire - Newsletter Takeover	See Partnership Opportunities Deck.	\$ 9,000
**Please note that these are estimates and could go up in price depending on booths, venue selections, etc. We recommend either NYT or a Roadshow, but not both activities.		