



ORGANISATION MONDIALE DU TOURISME
WORLD TOURISM ORGANIZATION
ORGANIZACIÓN MUNDIAL DEL TURISMO
ВСЕМИРНАЯ ТУРИСТСКАЯ ОРГАНИЗАЦИЯ
منظمة السياحة العالمية

Manual on Market Research in Times of Crises

Invitation to Tender

1. UNWTO

The World Tourism Organization (UNWTO) is a specialized agency of the United Nations and the leading international organization in the field of tourism. It serves as a global forum for tourism policy issues and a practical source of tourism know-how.

UNWTO plays a central and decisive role in promoting the development of responsible, sustainable and universally accessible tourism, paying particular attention to the interests of developing countries.

The Organization encourages the implementation of the Global Code of Ethics for Tourism, with a view to ensuring that member countries, tourism destinations and businesses maximize the positive economic, social and cultural effects of tourism and fully reap its benefits, while minimizing its negative social and environmental impacts.

Its membership includes 161 member countries and regions and more than 390 Affiliate Members representing the private sector, educational institutions, tourism associations and local tourism authorities.

UNWTO is committed to the United Nations Millennium Development Goals, geared toward reducing poverty and fostering sustainable development.

2. Background

The special challenges that crises cause upon the tourism and travel sector are already widely known. This vulnerable though resilient sector is usually one of the first economic activities being affected by crises of any kind. That causes that the tourism and travel sector has to concentrate even more on effective crisis management systems, which allow it to react adequately to those challenges. An essential part of a good crisis management system is market research, which provides the necessary intelligence to make any crisis response efficient, timely and suitable.

3. Objective of the project

The aim of this study is to fill the existing gap between classical market research and the often observed ad-hoc reactions towards crisis situations.

4. Structure and content

The study shall address the following points:

1. The purpose of market research and its role in the overall tourism marketing planning process
2. Regular market research vs. market research in times of crises
3. The special challenges of market research in times of crises
 - a. Sources of information
 - b. Changing and shifting relevance
 - c. Availability of information over the time span
 - d. Restrictions of resources
4. Classical and innovative techniques and sources of market research
 - a. Data collection
 - b. Suitable data analysis
5. Cooperation and partnerships (also with the private sector) in market research
6. Aiming for new markets under time pressure
 - a. Where to start?
 - b. Suitability and limitation of cooperation
7. Dissemination and sharing of information: The role of information communication technologies
8. Monitoring and impact analysis
9. Ten case studies of relevance coming from inbound, outbound and domestic oriented market research
10. Checklists to summarize results

5. Scope

Addressing the issue from a global perspective, it is expected that this study provides an overall practical and feasible approach to the issue of market research during times of crises. For the purpose of completeness it is expected that the study comprises some 150 pages approximately.

6. Timescale

Once being appointed, the contracted party has to submit a first outline of the table of contents and the detailing of the research approach within 2 weeks time. Upon approval of the final table of contents, the contracted party has 4 months to prepare the in-depth study and submit, at the end of this period, the draft to UNWTO for comments.

7. Language

The study is to be delivered in English.

8. Budget and terms of payment

UNWTO has allocated a maximum budget of 20,000 euros for the development of the study.

The payment should be made as follows:

- 50% on commissioning;
- 25% following submission of the first draft;
- The final 25% payment will be made after all editing requests and comments have been integrated into a final draft which has been approved by UNWTO.

9. Proposal

It is up to the candidates to propose a detailed structure and content for the manual based on the topics identified in point 4 of this tender. The structure proposed in point 4 can be further developed between UNWTO and the contracted party after the evaluation and commissioning of the project.

The candidates should present proposals taking into account the above framework for content and structure, but use their creativity and knowledge to set up the ideal structure and content to attain the objectives of the project. UNWTO encourages the candidates to develop and propose their own project approach.

Proposals to this tender should include the following:

- Overall project approach;
- Structure of manual and content outline (see points 4 and 5);
- Proposed time scale;
- Description of the experience of the candidate including references to previous projects;

The proposal should be presented in electronic format by 17 July 2009, at the latest, to:

World Tourism Organization (UNWTO)
Risk and Crisis Management
Att. Dr. Dirk Glaesser
Capitán Haya, 42, 28020 Madrid
Email: rcm@UNWTO.org

10. Tender evaluation

The project will be awarded on the basis of the proven ability to deliver on the stated objectives. The selection criteria will also include:

- Understanding of purpose: The understanding of the purpose and structure of the project, and the degree to which the proposal meets that purpose and fulfils all requirements of this tender.

- Relevant experience and available resources: The experience of the candidate in conducting similar projects.
- References: Provide references, including brief project description, which can attest to the expertise, quality and level of service provided in projects of a similar nature.
- Technical proposal: Proposed structure and content.
- The level of innovation: As mentioned above, the candidates should present proposals taking into account the proposed framework for content and structure, but use their creativity and knowledge to set up the ideal structure and content to attain the objectives of the project. UNWTO encourages the candidates to develop and propose their own project approach.
- Timeliness: The ability to complete the project and present the expected deliverables within the specified time frame.

UNWTO will set up an internal Working Group, composed of representatives of the Risk and Crisis Management and the Market Trends, Competitiveness and Trade in Tourism Service Section, which will be responsible for evaluating the proposals and steering the project via a continuous dialogue with the contracted party carrying out this project.

11. Miscellaneous

UNWTO will be the sole owner of all the materials and is free to decide on its use.

World Tourism Organization (UNWTO)
Madrid, 25 May 2009