



# FSM R&D

## TOURISM DIVISION

# CONSULTANT POSITION

## FSM GOV - ARPA PROJECT 2

**Consultancy Services to Develop a National Marketing and Branding Strategy**

**Opening Date: October 7, 2024**

**Closing Date:** (May be shortened or extended when a qualified bidder is identified)

+691-320-5133

@ fsmtourism@rd.gov.fm

Palikir, Pohnpei

## Request for Proposal

**RFP No:** DoT-ARPA 02/2025

**Project Title:** Consultancy to Develop a National Marketing and Branding Strategy

**Opening Date:** October 07, 2025

### Request for Proposals – Consultancy Services to Develop a National Marketing and Branding Strategy

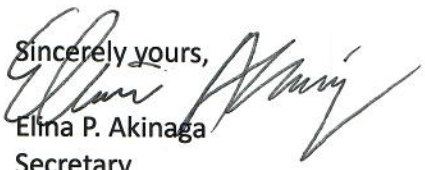
The FSM Department of Resources & Development is soliciting proposals from interested individual consultants and/or consulting firm for Consultancy Services to Develop a National Marketing and Branding Strategy as specified in the attached Terms of Reference.

To enable you to submit a Request for Proposal (RFP), please find enclosed:

Annex I: Instructions to Bidders

Annex II: Terms of Reference

Sincerely yours,



Elina P. Akinaga

Secretary

FSM Department of Resources & Development



## **Instructions to Bidders**

### **1. Submission of Proposals**

- 1.1. All proposals submitted with all correspondence and related documents must be in English. If any of the supporting documentation is in any other languages, a written translation of the document in English should be provided. Proposals can be submitted through both hard copy and electronic copy to [fsmtourism@rd.gov.fm](mailto:fsmtourism@rd.gov.fm)
- 1.2. All quotes and prices in the proposals must be in US Dollars.
- 1.3. Any proposal submitted after the closing date will be rejected.
- 1.4. The FSM Department of Resources & Development may, at its discretion, to shorten (not less than 30 days) or to extend the deadline for the submission of proposals, once qualified bidder is identified or no qualified bidder is identified during the bidding term.

### **2. Evaluation Criteria**

- 2.1. The evaluation must follow the competitive bidding procedure as stated in the FSM Financial Management Regulation (FMR) under section 6: Procurement and Open Bidding
- 2.2. The consultant is expected to fulfill the qualification as indicated in the Terms of Reference (Annex II)

### **3. Request for Further Information**

- 3.1. Questions are to be emailed to the Tourism Division at [fsmtourism@rd.gov.fm](mailto:fsmtourism@rd.gov.fm)

### **4. Award of Contract**

- 4.1. The Department reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected bidder(s) or any obligation to inform the affected bidder(s) of the ground for the Purchaser's action.
- 4.2. Disbursements of fund will be in accordance of the FSM Financial Management Regulations (FMR).

### **5. Closing date for proposals**

- 5.1. Proposals should be emailed to [fsmtourism@rd.gov.fm](mailto:fsmtourism@rd.gov.fm) with the heading "RFP:DoT-ARPA 02/2025 – Proposal to Review and Update the FSM Tourism Policy and the States Investment Plans and airmail to:

**FSM Department of Resources & Development  
Tourism Division  
P.O. Box PS 12  
Palikir, Pohnpei FM 96941  
Federated States of Micronesia**

All proposal should reach the Department before 4:00pm Pohnpei time, January 15<sup>th</sup>, 2025.

## **TERMS OF REFERENCE**

### **Consultancy Services to Develop a National Marketing and Branding Strategy**

#### **General Information**

**Project 2 - Services: Development of a National Marketing and Branding Strategy**

**Program Title:** US EDA Grant 07-79-07812

**Post Title:** Consultant Services

**Duty Station:** FSM Department of Resources & Development Tourism Division

**Duration:** 24 Months

#### **Background**

It is essential for the FSM Tourism Industry to develop a national marketing and branding strategy to revive its activities post-pandemic. This strategy would help establish a distinct identity for the FSM, differentiate from other Pacific Islands destinations, and attract both travelers and investors to enhance overall visibility. By tailoring the marketing message to resonate with specific target audiences, FSM can achieve sustainable economic growth and enhance competitiveness in the tourism sector across its four (4) States.

The objective of this consultancy is to create effective marketing and branding strategies that will enhance the visibility, competitiveness and sustainable economic growth of tourism in the four (4) States of FSM. The goal is to position FSM effectively in its source markets through its brand and marketing strategies.

#### **Objectives:**

##### **National Marketing Strategy**

**Enhancing Positioning as a Desirable Destination-** this project aims to strengthen FSM competitiveness in traditional markets (e.g., Japan, USA) and expand into new markets (e.g., China, Korea, Middle East, South East Asia, Australia, and New Zealand). Diversifying the target audience to attract more tourist

**Global Marketing-** the objective is to promote FSM globally as a desirable tourist destination by implementing effective global marketing strategies that can create awareness and interest among potential travelers

**Market Presence-** the policy will identify the source market and establish agent representatives within that market to help maintain a strong presence and effective communication.

**Digital Presence –** To leverage the power of the digital world to boost FSM image and position in target markets and market segments to increase travelers to the FSM for sustainable economic growth.

**Social Media Platform Presence –** With the current digital transformation globally, the social media platform becomes a powerful way to connect directly with audiences. The strategy must identify best practices for each targeted market and market segment to drive user engagement and to enable conversions to actual visit through influencers or advertising.

**Content Marketing –** To boost FSM Image and position through blogging and video marketing. The strategy must identify target market and the market segment that is suitable for the FSM attractions and activities.

##### **Branding Strategy**

**National Branding –** the policy will develop a clear and compelling national brand identity that incorporates cultural values into the tourism products and services emphasizing uniqueness, values that benefit the local communities

**Building Brand Equity-** Enhancing the perceived values of the nation's brand to differentiate it from competitors

**Creating Consistency-** Ensuring a cohesive brand experience across all touchpoints and communication



**Influencing Perceptions-** Shaping international perceptions to improve the nation's reputation and standing on the global stage.

**Target market Identification** – the objective is to identify specific target markets by understanding their preferences and tailoring tour packages accordingly to enhance the overall experience for visitors

**Marketing Mix Development-** the policy will create a diverse marketing mix that will cater to niche markets and high-yield tourists and ensure a broader appeal and better revenue generation.

**Sector Strengthening-** the policy will make tourism a significant economic growth driver for local communities involves infrastructure development, training, and community involvement.

#### Scope of Work and Deliverables

Scope of Work	Deliverables
<p><b>National Marketing Strategy</b></p> <ul style="list-style-type: none"> <li>The scope of work for this project will identify goals and objectives that will clearly define the overall achievable goals of the marketing strategy that align with the objective such as how to reach and increasing visitors' numbers, boosting off- season tourism, marketing mix and how to gain competitive advantage.</li> <li>Strategy Analysis- conduct market research to better position FSM product and services in the right market by identifying new emerging markets and strengthen the traditional market, market demographic based, market share, behavior, needs and public relations.</li> <li>Competition Analysis- outline detailed tasks involved in analyzing competitor destinations and their marketing strategies. Understand who our competitors are, their strength, weaknesses and what they offer. Understand the market trends and changes in the market</li> <li>Marketing strategy development – detail the process of crafting the marketing strategy, including channel selection, content message creation plans and budget allocation</li> <li>Performance measurement framework- define how the success of the marketing strategy will be measured including key performance indicators and reporting metrics</li> <li>Develop guidelines for agent responsibilities which include the following: Recommend criteria for selecting agent representatives in target source markets. This may involve factors like experience, industry network, and alignment with the overall marketing strategy. * Develop guidelines for agent responsibilities, which could include market research, sales &amp; promotion, and customer service. * Establish a framework for ongoing communication and collaboration between the national tourism agency and agent representatives.</li> </ul>	<p><b>National Marketing Strategy</b></p> <ul style="list-style-type: none"> <li>Marketing Strategy - the consulting firm will develop an inception report that will outline the project goals, target audience, competitive landscape. It also details the proposed methodology and timeline for developing the marketing strategy.</li> <li>Marketing Plan-clearly define the marketing strategy, tactics, channels and expected outcome. Clear document detailing the marketing approach</li> <li>Strategic planning for marketing activities and by developing marketing campaign, media planning and budget allocation</li> <li>Evaluate FSM tourism products and services by conducting detailed SWOT analysis strength, weakness, opportunities and threat. Create detailed profiles of the ideal tourists to guide FSM marketing efforts</li> <li>Draft tourism marketing strategy – the comprehensive plan for attracting visitors to FSM, inclusive of details on target audience segmentation, unique selling proposition (USP) development, marketing channels recommendations and content marketing strategy.</li> <li>Stakeholder workshop report- this report will summaries the feedback received from stakeholders on the draft marketing strategy during the consultation workshop.</li> <li>Final tourism marketing strategy-this final report incorporates feedback from stakeholders and outlines a clear action plan for implementing the marketing strategy</li> </ul>

	<ul style="list-style-type: none"> <li>• Recommendations for implementation- the consulting firm will provide recommendations on resources, tools, social media engagement, partnerships, public relations outreach, track and analysis result needed to successfully execute the marketing strategy</li> <li>• Monitoring and evaluation framework establish metrics and methods for assessing the effectiveness of the marketing strategy.</li> </ul> <p>The consultant's deliverables when establishing an agent representative is to be implemented in the marketing strategy policy will typically include:</p> <ul style="list-style-type: none"> <li>• <b>Agent selection criteria:</b> A defined set of qualifications and experience that shortlisted agent representatives should possess. This ensures alignment with your marketing goals and target source markets.</li> <li>• <b>Agent responsibilities:</b> A clear outline of the agent's role and tasks, such as market research, sales and promotion, and customer service. This ensures the agent effectively represents FSM tourism offerings.</li> <li>• <b>Communication and collaboration framework:</b> A plan outlining how the national tourism agency and agent representatives will communicate and collaborate. This fosters a strong working relationship and ensures consistent implementation of the marketing strategy.</li> </ul>
<p><b>Brand Strategy Scope of Work</b></p> <ul style="list-style-type: none"> <li>• The scope of work includes the initial stage that involve analyzing existing brand image, target audience perceptions, and competitor branding strategies</li> <li>• Brand positioning and messaging- the consulting firm will define FSM's unique selling proposition- unique selling points (USP) and craft compelling messaging that resonates with the target audience.</li> <li>• Brand identity development includes creating a brand logo, tagline, and visual identity that reflects FSM's essence.</li> <li>• Brand guidelines- the consultant will provide a brand style guide outlining how to use the brand elements consistently across all marketing materials and touchpoints</li> <li>• Marketing channels- identify the most effective communication channels to reach our target</li> </ul>	<p><b>Branding Strategy Deliverables</b></p> <ul style="list-style-type: none"> <li>• Branding strategy- develop a practical guide for branding positioning that will consist of the core purpose and objectives, segmentation analysis, consumer perception and competitors' analysis.</li> <li>• Brand Audit- this report will highlight the consultant's analysis of the FSM existing and current brand image, equity, target audience perceptions in the market and brand architecture on structuring the brand's offerings and their relationships.</li> <li>• Brand positioning and messaging – establish a unique value proposition that differentiates the brand from competitors. Clearly communicate what makes FSM product and services unique and why consumers should visit FSM.</li> </ul>



<p>audience. This will include social media platforms, content marketing, SEO, PPC, etc.</p> <ul style="list-style-type: none"> <li>• Implementing a plan will feature the steps to integrate the new branding into FSM tourism marketing efforts</li> <li>• Facilitate two (2) consultations with the four States representatives, stakeholders, tourism businesses, private sector and traditional leaders</li> <li>• Conduct one (1) validation workshop with States representatives and stakeholders</li> <li>• Conduct one (1) seminar in the four (4) State with Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the target audience by identify the needs, wants and expectations, highlight what set FSM apart whether its quality, price, products, style, customer services and overall experience.</li> <li>• Brand values- ensure the unique selling points (USP) aligns with FSMs brand identity and remains consistent across all marketing channels. Refine FSM USP to resonates with the target audience, captures attention and differentiates FSM in a competitive marketplace.</li> <li>• Brand identity guidelines- develop a set of brand guideline or toolkit to explain clearly on how to use the brand in the marketing communications, the guide needs to be simple, clearly written and easy to understand and practical.</li> <li>• The guide is to explain what FSM brand essence and values are, how to express them through tone of voice, type of imagery, design and specific colors.</li> <li>• The toolkit/ guide will be covering two main components- brand personality guideline, this will be specifying how to apply FSM core brand values in marketing communications in a way that reflects the destination brand essence so that there is a consistency in the presentation of the destination. Overtime this will help raise the profile of the destination.</li> <li>• Technical design guidelines- this is to specify how to use the logo, font, visual imagery, color palette in the marketing materials. These should also specify how the nation brand identity.</li> <li>• Stakeholders Engagement – the consulting firm will engage with the four States, tourism stakeholders, businesses, local communities’ leaders and private sectors to gather valuable inputs and ideas.</li> <li>• Brand implementation – this plan will detail the step involved integrating the new brand into the tourism marketing efforts.</li> <li>• This will include recommendations for updating websites, marketing materials signage, staff training, internal communication, brand identity</li> </ul>
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	development, brand messaging, customer experience and brand storytelling.
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#### **Budget/Resources**

\$500,000.00

#### **Timeline**

<b>Key Components</b>	<b>Timelines</b>
<ul style="list-style-type: none"> <li>Recruitment</li> <li>Desktop Research on FSM Tourism Industry</li> <li>SWOT Analysis on FSM Tourism Industry</li> <li>Conduct 1<sup>st</sup> consultation with each State representatives, stakeholders and tourism businesses</li> <li>Compile findings from the 1<sup>st</sup> consultation session</li> </ul>	<ul style="list-style-type: none"> <li>January to March 2025</li> </ul>
<ul style="list-style-type: none"> <li>Conduct 2<sup>nd</sup> consultation with each State representatives and Stakeholders</li> <li>Compile findings from the 2<sup>nd</sup> consultation session</li> <li>Develop and submit the 1<sup>st</sup> draft National Marketing Brand and Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>April to May 2025</li> </ul>
<ul style="list-style-type: none"> <li>Conduct one (1) validation workshop with each State representatives and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>June to August 2025</li> </ul>
<ul style="list-style-type: none"> <li>Submitted the Final Draft of FSM Marketing and Branding Strategy</li> </ul>	<ul style="list-style-type: none"> <li>September to October 2025</li> </ul>
<ul style="list-style-type: none"> <li>Facilitate One Seminar in each State with tourism representatives, stakeholders and communities</li> </ul>	<ul style="list-style-type: none"> <li>November 2025 to January 2026</li> </ul>
<ul style="list-style-type: none"> <li>Roll Out of the FSM Brand and Marketing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>February to December 2026</li> </ul>

#### **Qualification of the Consultant**

- Must have a deep understanding of the FSM Tourism Industry including current trends, travelers' behavior and best practices in destination marketing
- Must have a strong understanding of marketing principles and branding concepts and should be able to develop a clear and differentiated brand for the Federated States of Micronesia as a tourist destination
- Be able to conduct research to identify the target audience, understand their needs, preferences and be able to analyze the competitive landscape
- Must be able to effectively communicate the marketing and branding strategy to local stakeholders including the four (4) States, tourism businesses, stakeholders, local communities, and FSM government agencies
- Be able to manage the project effectively, and stay on schedule timeline and within the allocated budget.
- Be able to work and collaborate with various stakeholders inclusive of the communities, civil society, youth, State Tourism Offices, and the National Tourism Division.

#### **Reporting & Accountability**

- Must submit a quarterly report directly to the Project Coordinator and Assistant Secretary for the Tourism Division of the Department of Resources and Development for their records
- The report must comply with the US EDA grant criteria and timeline as stated above



**Monitoring and Evaluation**

- Track the performance of the marketing campaign and measure key metrics (website traffic, social media engagement inquiries)
- Monitor brand perception through surveys and social media listening
- Regularly review and adapt the marketing strategy based on performance data and market trends

**Risk Management**

- Risks that could impact the development of the National Marketing and Branding Strategy would be both internal and external.
- Internal would consist of: a lack of stakeholder alignment, ineffective communication and collaboration, and delays in project evaluations. External would be: political instability or economic downturn in the target market.

**Procurement Requirement**

- Procurement of this project will follow the FSM Financial Management Regulation align with the USEDAs procurement requirements.
- The disbursement of funds for this project will follow the FSM financial management regulation (FMR).