



for a living planet®



Appendix 1b Project and works description

Programme: “Protected Areas for Nature and People” - PA4NP

Field Project: “Bear watching in National Park Tara and National Park Biogradska gora”

Pilot Project “URSUS”: Preparation of marketing plan for brown bear watching in the National Park Tara (Serbia)

Terms of Reference

BACKGROUND

Programme area: countries of the Western Balkans region

Programme duration: October 2015 – September 2019

Field project area: National Park Tara (SRB), National park Biogradska gora (MNE)

Duration of the assignment: March 2017 – May 2017

Location of the assignment: National Park Tara, Serbia

Donor(s)/ funding sources: The Swedish Agency for International Development Cooperation (Sida)

Programme vision

Sustainable use of natural capital in countries of the Balkan Peninsula forms a basis for social and economic development and is safeguarded through enhanced environmental responsibility among the public, governments, CSOs and the business sector.

Programme Objectives:

WWF Adria is working on the four-year Programme “Protected Areas for Nature and People” (PA4NP) in the Balkan Peninsula. Programme aims at contributing to the better engagement of local communities in the management of terrestrial protected areas and strengthening the constituency for influencing and monitoring national policies for the conservation of natural environment. Protected areas will be used as “natural laboratories” to develop model solutions for sustainable development safeguarding the natural capital. Programme will help protected areas (PAs) to increase their role in local social and economic development and become more valued and supported by their constituents. The program will also aim to build a strong constituency for influencing and monitoring national policies for the protection of the natural environment.



for a living planet®



In order to ensure that protected areas demonstrate tangible examples of economic and social benefits to local communities, WWF and local partners are implementing six field projects in nine protected areas from the region.

Field project Objectives:

Through the field project *“Bear Watching in National Park Tara and National Park Biogradska gora”*, National parks Tara (Serbia) and Biogradska Gora (Montenegro) will benefit from bear-watching related tourism activities. Furthermore, public support to PAs and economic benefit for local communities will be increased through sustainable bear-watching tourism offer. The project seeks to develop bear watching as a nature based tourism product in protected areas, in addition to the measures for brown bear protection and habitat improvement.

An important component is the local community awareness raising concerning bear co-habitation, as well as promotion and highlighting potential economic benefits of leaving near wildlife-rich habitats. Local community will have the opportunity to engage in measures to protect brown bear, but also to take part in creation of attractive tourism offer in role of wildlife interpreters or providers of accommodation, gastronomy, souvenirs inspired by brown bear, and other nature based tourist services.

INTRODUCTION AND PURPOSE OF THE ASSIGNMENT: Pilot project “URSUS”

Results of the Protected Areas Benefits Assessment in 6 PAs in Serbia reveal that biodiversity, tourism and education are the overall economic potentials recognized by the stakeholder groups. National Park Tara has a great potential for Wildlife tourism development, with a special emphasis on the brown bear, as the PA represents an important habitat and is a reproductive center for this species. In the light of emerging nature-based tourism market, development of commercial wildlife and bear watching tourism proved to be a win-win solution for environmentalists and economists in the region.

The main purpose of pilot project “URSUS” – *“preparation of marketing plan for brown bear watching in the National Park Tara (Serbia)”* is to assist protected areas in development of wildlife tourism products and services which meet the needs of targeted market in a strategic and planned manner. In addition, the marketing plan will serve as a roadmap for park managers, tourism authorities and local businesses for implementation, evaluation and control of marketing activities based on brown bear and wildlife as a unique selling proposition.

The marketing plan for brown bear watching in the National Park Tara (Serbia) should consist of:

1. Market research:



for a living planet®



- Provide insight into the wildlife tourism market
 - All potential visitors (wildlife watchers, enthusiasts, casuals, business, etc.)
 - o their profile, origin, needs and expectations
 - Competitor analysis (provide insight into the competitor's profiles) and comparative advantage of National Park Tara;
 - PEST analyses
2. **SWOT** analyses
 3. **Diversification of brown bear watching touristic** offer – formulating three different touristic offers which incorporate all aspects of National Park Tara
 4. **Define communication plan**
 5. **Specify marketing mix** elements (products, price, place, promotion, people, process, physical evidence)
 6. **Specify instruments for implementation, monitoring and evaluation of marketing plan**
 7. **Further development potential** - formulate guidelines for further marketing and business plan update
 8. **Budgeting and financial planning** - revenue generation and cost expenditure for National Park Tara
 9. **OGSM model**¹ (Objectives, Goals, Strategies, Measures) with specific strategies and measures to reach targeted objectives (**attached as annex 1b-1**)

Finally, the process of preparation of marketing plan is expected to contribute to sense of ownership over newly established tourism product, shared by local community, tourism service providers, local tourism organizations and protected area management authority.

The document should be aligned with national and local development strategies and PA management plans.

All touristic offers and communication approaches should be aligned with human right based approach and gender mainstreaming, which are permeating the project.

OUTPUTS AND DELIVERABLES

Key Outputs:

1. An **Operational Plan** that would be a blueprint for a detailed **90-day pilot** for pilot project "URSUS". The operational plan should be SMART (Specific, Measurable, Actionable, Realistic, and Time-bound).

¹ Model attached as Annex 1b-1.



for a living planet®



2. A **Scaling Plan** for pilot project “URSUS” that would inform how WWF would amplify the elements and learnings from the pilot into a scaled, sustainable model **over a 3-year period**.

Key Plan Elements:

1. Define a clear Value Proposition – What is the product that we are delivering to the end-user? What is the benefit to the consumer (bear watcher)? Why would they pay money and for what? Develop 3 concepts to test on-line utilizing a 'landing page' driven by Google-ad words in a split-test to measure quantitative and qualitative learnings from consumers and adjust proposition that will be the final pilot proposal to test over 90 days.
2. Market Attractiveness – What is the size-of-the-prize? How big is the potential of this market? What are some benchmarks in other markets? Are there programs in Serbia that could serve as a model for pilot project “URSUS”? What are they?
3. Pricing – How do you price the offering? Is there tiered and segmented pricing and what could it be? By channel?
4. Target – What are the psychographics and demographics of the target audience? What is the ideal consumer archetype?
5. What is the Route-to-Market (RTM)? How do we reach our target audience to drive awareness and trial? What are the cost implications? Are there existing RTM we can leverage for the pilot?
6. Detailed Marketing Mix with a 90-day activation calendar with the objective to drive awareness of pilot project “URSUS” against the target audience. What are costs? How do we best utilize existing WWF assets so we maximize earned (vs. paid) media?
7. What is The Story...? How do we grab attention (in a cheap, yet effective way)? How would it be differentiating and engaging? What is the 'WOW' factor??
8. What does the public - private - NGOs Business Ecosystem look like, who is part of it and why? What are the key Revenue Streams?
9. Key Partners: Who are the key constituent partners we could work with... based on your research. Do you have buy-in from entities such as travel agencies, chambers of commerce, embassies, other NGO's etc.?
10. What is the cost of running the 90-day pilot? Breakdown by line-item estimate. What is the potential seed investment for Scaling of pilot project URSUS?



for a living planet®



11. What are key Risks? What are some critical assumptions on why the initiative could fail? How do we mitigate those risks? How do we test for them? What is the reputational risk to WWF?

The consultant shall provide a draft Operational and Scaling plans to World Organization for Nature (WON) for approval. The service is deemed accepted upon the approval of the final version of the marketing plan.

The consultant is responsible for editing and quality control and the final document that should be presented in a way that directly enables publication.

IMPLEMENTATION ARRANGEMENTS

For the preparation of marketing plan for brown bear watching in **National Park Tara²** with elements of the business plan, the consultant will be contracted by World Organization for Nature (WON). WON shall provide the consultant with the necessary project documents and contacts of primary stakeholders. The consultant is expected to visit project location as many times as necessary and meet the target group personally. He/she is expected to work in close cooperation with Public Enterprise “Tara National Park” and have regular meetings with WON / Tara National Park representatives in order to collect required input.

TIMELINE OF THE ASSIGNMENT

<i>Deliverable</i>	<i>Timeframe</i>
Draft table of content and methodology	15/03/2017
Draft Operational plan for NP Tara	30/04/2017
Draft Scaling plan for NP Tara	10/05/2017
Final Marketing plan for bear-watching in NP Tara, including final Operational plan and final Scaling plan	30/05//2017
PPT outlining major components of the documents	30/05/2017

REQUIRED SKILLS AND COMPETENCIES

- University degree or equivalent experience in economics, marketing, sustainable tourism, and strategic planning;
- Familiarity with social, economic, and political framework in Serbia;

² For the preparation of marketing plan for brown bear watching in the National Park Biogradska gora, the consultant will be contracted by Parks Dinarides, in a separate contract. The timeline for preparation of deliverables in NP Biogradska gora will be subsequently agreed upon.



for a living planet®



- A proven record of accomplishment of success in implementing business and marketing strategies;
- Minimum 5 years in marketing consultancy for SMEs and/or tourism management authorities;
- Prior experience working on development of nature based tourism products is essential;
- Prior working experience with business sector is an asset;
- Excellent communication and writing skills;
- Ability to produce quality reports;
- Dedication to WWF's mission and environmental protection cause, in general;
- Adhere to WWF's values: Knowledgeable, Optimistic, Determined and Engaging;
- Working Relationships
 - Internal - Works closely and effectively with the PA4NP Project Officer and Communication Officer.
 - External - Works closely with the project partners and related entities, key partner is protected area management authority-National Park Tara.

APPLICATION PROCEDURE

Qualified candidates are requested to submit the following documents in English or Serbian or one of local languages:

1. Letter of interest, indicating motivation, availability, and financial proposal;
2. Proposed methodology for preparation of Marketing plan for Bear watching offer in NP Tara;
3. CV including references.

Candidates should submit their application with required documents by e-mail to vmaksimovic@wwfadmia.org by February 22, 2017 with the following subject line: *Consultant for Marketing plan for Brown Bear watching Offer in PA4NP Programme.*

Please note that only shortlisted candidates will be contacted. WON will not consider incomplete applications.



for a living planet®



Annex 1b-1: OGSM Model – Framework for Alignment & Management

OGSM Model		
OBJECTIVES <i>What we need to achieve.</i>		
GOALS <i>What we need to achieve (numbers)</i>	STRATEGIES <i>The choices we will make to achieve our objectives and goals (programs, initiatives, etc. required to deliver the strategies) (words)</i> INITIATIVES <i>The programs, initiatives, etc. required to deliver the strategies (words)</i>	MEASURES <i>Numerical statements of how we will benchmark progress toward implementing each strategy (numbers)</i>