

North Star Film Alliance – Request for Proposals

29 March 2018

1 Background – North Star Film Alliance (“NSFA”)

NSFA is marketing project promoting, outside of Europe, the joint film region (“Region”) of Finland, Estonia and Latvia as three small neighboring countries jointly able to offer Footloose Productions higher quality services to service bigger productions (films, TV drama, animation, commercials, gaming). In addition to marketing the Region’s offer, the aim of the project is also to systemize collaboration of three countries through cash rebate systems harmonization and smooth cross border workforce sharing.

The project partners are Film Services Export Alliance (Estonia, also the lead partner), City of Helsinki (Finland) and Production Services Association (Latvia). Also, the project includes the three countries’ cash rebate authorities as associated partners – Business Finland, Estonian Film Institute, Latvian Film Center (“Partners”).

The project will start in May 2018 and end in February 2021, official launch in November 2018. Project is funded by the project partners and Interreg Central Baltic Programme 2014-2020 (total budget 2 mEUR).

2 Objectives for the Study

In the first phase an independent study (“Study”) will be ordered through tender process (3 service providers outside the Region). Objectives for the Study is for the objective view of Region’s audiovisual sectors current situation, to have a clear understanding of target markets and solutions to build a unique cash rebate system covering all three countries.

3 Consultancy Brief

There are two interlinked components that comprise the requirements for the Study. The first is to deliver a Market Report, the results of which will be used by NSFA to create and implement a strategy for marketing the Region as a filmmaking center. The second is an analysis of the Production Incentive structures operating in the Region, including the feasibility of combining them into a unified system.

NSFA require separate reports although some of the requirements of each components are linked or similar.

3.1 Market Report

In order to create its own marketing strategy, NSFA requires the Study to provide the following, plus other areas of study that consultants might suggest including:

- An identification and analysis of the Region's film production infrastructure and all factors that might affect its attraction for Co-production and Footloose projects, including locations; bureaucracy; production costs; costs of living and other factors.
- A SWOT analysis of the Region's production infrastructure (including talent, crew and physical facilities) including the provision of financial products such as gap or bridge finance.
- Identification of gaps in the Region's infrastructure offer, including studios, facilities, workforce, technical services. Including pricing and size comparison of studios.
- An analysis of selected competing regions and countries' production incentive offers.
- An assessment of which countries outside Europe should be particular targets for a new NSFA marketing strategy, with reasons why
- An indication of future trends (market forces, technical innovations, new genres etc.) and how they might affect the Region's infrastructure and NSFA's marketing strategy.

3.2 Production Incentives

Each country in the NSFA group operates its own production incentive (cash rebate) and NSFA wishes to explore possibilities for their harmonization so that the Region can maximize co-operation between the members' countries and provide a less complex offer to targeted markets and producers. The following are NSFA's requirements for this element of the Study. Consultants may add other topics if they consider them to be relevant:

- SWOT analyses of the current individual incentives from the perspective of both the end-user (producer) and the state.
- What improvements to the schemes are merited, including an assessment of the future budget requirements for each?
- Analysis of competing countries' incentive schemes and comparing those to NSFA's.
- The feasibility, challenges and (if possible) process for combining the three systems into one single offer.
- Identifying the potential economic benefits derived from combining the NSFA's incentives.
- Evaluating the increase of attractiveness for financial institutions to bridge finance cash rebate future payments in joint scheme and region.

- Strategy for political lobbying for the combination of systems.

4 Required Outputs

1. Market Report presented digitally and participation in one market strategy workshop with NFSA partners.
2. Incentive Report presented digitally, one presentation to NFSA partners and three countries political authorities.

5 Timetable

Tender document sent out	29 March 2018
Proposals presented to NFSA	20 April 2018 at 12.00 (EEST, UTC+3)
Decision announced	30 April 2018 at 17.00 (EEST, UTC+3)
Study period	8 May to 30 September 2018
Market strategy workshops	October 2018
Meeting with the authorities	IVQ 2018

6 Requirements of the Selected Consultants

- Experience of studies involving incentives in last 3 years. Please add references.
- Experience of co-production and film commission marketing studies. Please add references.
- Clients from wide range of countries around the globe. Please add references.
- CVs of the persons performing the studies.

7 Evaluation of Proposals and committee

The proposals will be evaluated and scored in line with the following weightings.

Criteria	Weighting
The quality of the proposed overall approach and methodology, demonstrating a clear understanding of the project requirements	40%
The skills, experience and proven track record of the tenderer and the personnel involved in the study	25%

North Star Film Alliance

Satisfactory approaches to project management, stakeholder management and progress reporting, including ethical considerations, sustainability and the application of professional codes of conduct	10%
Value for money represented by the costs of the proposal compared to the likely outputs	25%
TOTAL	100%

Proposals will be evaluated by a committee of Partners representatives in writing.

8 Contacts

Point of contact for all RFP related questions and documents is as follows:

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