SANPARKS REQUEST FOR EXPRESSION OF INTEREST

REQUEST FOR EXPRESSION OF INTEREST (EOI) FOR THE

PROPOSED PUBLIC PRIVATE PARTNERSHIP FOR

SANPARKS/WILD CARD MERCHANDISING

March 2014
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1. **IMPORTANT GENERAL NOTES**

1.1 South African National Parks ("SANParks") requests Expressions of Interest ("EOI") for the SANParks / Wild Card Merchandising project through Public Private Partnership ("PPP") agreements.

1.2 This request for Expressions of Interest is issued by SANParks in accordance with the guidelines for PPPs contained in *National Treasury's PPP Toolkit for Tourism*, and in compliance with Treasury Regulation 16 issued in terms of the Public Finance Management Act, 1999 ("PFMA").

1.3 SANParks makes no guarantees about and takes no responsibility for the accuracy and completeness of this request for EOI and disclaims any liability for any interested party's use of the information.

1.4 This request for EOI is not intended to serve as the basis for an investment decision. Each recipient is expected to make an independent investigation and to obtain the necessary independent advice for submitting an EOI.

1.5 SANParks may change or replace any information contained in this request for EOI at any time, without giving any prior notice or providing any reason.

2. **THE PURPOSE AND LIMITS OF THE EOI PROCESS**

2.1 SANParks is currently investigating the feasibility of a PPP opportunity in which it gives selected private parties the right to the commercial use of the Wild Brand for purposes of Wild Card Merchandising.

2.2 As part of establishing the feasibility of these PPP opportunities, particularly what scale and type of market interest there is in it, SANParks invites prospective investors or operators to submit an EOI following the format in Annexure A below.

2.3 SANParks will assess the EOI and will use the information to complete its feasibility study. If the PPP opportunity is feasible, SANParks will use the EOI information it received to compile bid documentation, and a competitive bid will follow.
2.4 SANParks reserves the right to ask any investor or operator that submits an EOI questions for clarity.

2.5 Submitting an EOI does not constitute a bid. No investor or operator will be bound by anything contained in their EOI submission. The information in the EOI will be used solely for SANParks to complete its feasibility study and to prepare bid documentation if it decides to proceed with a PPP.

2.6 SANParks reserves the right not to proceed any further with the proposed PPP.

2.7 If a PPP bid process follows for the SANParks / Wild Card Merchandising opportunities, all interested parties that submitted EOI will be invited to bid.

2.8 SANParks is following the PPP feasibility and procurement processes set out in National Treasury’s PPP Toolkit for Tourism. The toolkit can be downloaded from www.ppp.gov.za.

3. SANPARKS’ VISION AND MISSION

South African National Parks (SANParks), hitherto known as the National Parks Board, was established as a parastatal through an Act of Parliament in 1927. As per the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), SANParks is a Schedule 3(a) “public entity” that functions under the ambit of the NEMA: Protected Areas Act, 2003 (Act 57 of 2003) read concurrently with the Biodiversity Act of 2004. The core mandate of SANParks is the conservation and management of biodiversity and associated cultural heritage through a system of National Parks. SANParks is also involved in the promotion and management of nature-based tourism, and delivers both conservation management and tourism services through an authentic people centred approach on all its programmes.

The organisation’s operations are totally guided by its vision statement (the word picture of the future) and mission statement (depicting the purpose of its existence). As a public entity, the organisation is committed to act in pursuance of transformation of South Africa’s society in support of entrenching South Africa’s democracy. In this regard the organisation has adopted a transformation mission to guide its efforts accordingly.

VISION – South African National Parks connecting to society.

MANDATE – Delivery of Conservation Mandate by Excelling in the Management of a National Park System.
MISSION - To develop, manage and promote a system of national parks that represents the biodiversity and heritage assets by applying best practice, environmental justice, benefit sharing and sustainable use.

TRANSFORMATION MISSION - To ensure effective transformation both within SANParks and the broader society and economy, through the implementation of broad-based Black Economic Empowerment in support of the Constitution of South Africa.

Although SANParks receives an annual subsidy from Government, all revenues generated in national parks are retained and applied to the execution of its mandate, as determined by the Board of Trustees.

4. SANPARKS’ KEY STRATEGIC OBJECTIVES

SANParks’ business operations are founded on three important core pillars:

4.1 Conservation

The primary mandate of the organisation is the conservation of South Africa’s biodiversity, landscapes and associated heritage assets through a system of National Parks.

4.2 Responsible Tourism

The organisation has a significant role in the promotion of South Africa’s nature-based tourism, or ecotourism business targeted at both international and domestic tourism markets. The eco-tourism pillar of the business architecture provides for the organisation’s self-generated revenues from commercial operations that is necessary to supplement government seed funding of conservation management. Responsible Tourism in SANParks is further aligned to and guided by the following:

4.2.1 The National Development Plan

The National Development Plan aims to eliminate poverty and reduce inequality by 2030 by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships through society. The plan envisions a South Africa where everyone feels free yet bounded to others; where everyone embraces their full potential, a
country where opportunity is determined not by birth, but by ability, education and hard work. Realising such a society will require transformation of the economy and focussed efforts to build the country’s capabilities. While the achievement of the objectives of the National Development Plan requires progress on a broad front, three priorities stand out:

4.2.1.1 Raising employment through faster economic growth;
4.2.1.2 Improving the quality of education, skills development and innovation; and
4.2.1.3 Building the capability of the state to play a developmental, transformative role.

4.2.2 The National Tourism Sector Strategy

The National Tourism Sector Strategy has as its objective to grow a sustainable tourism economy in South Africa, with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships thereby ensuring that South Africa becomes one of the Top 20 tourism destinations in the world by 2020.

4.2.3 The National Minimum Standard for Responsible Tourism (SANS 1162)

The National Minimum Standard for Responsible Tourism (SANS 1162) was developed with objective of establishing a common understanding of responsible tourism by developing a single set of standards to be applied throughout South Africa by harmonising the different sets of criteria that were used for certifying the sustainability of tourism businesses. The National Minimum Standard for Responsible Tourism consists of 41 criteria divided into four categories i.e. sustainable operations and management, economic criteria, Social and cultural criteria and environmental criteria.

4.2.4 The SANParks Responsible Tourism Strategy 2012 – 2022

4.2.4.1 The SANParks Responsible Tourism Strategy 2012 – 2022 aims to define the 2022 strategy, objectives, guiding principles and values, as well as an implementation and monitoring plan for nature-based responsible tourism in National Parks. Provide clear principles and strategic direction for new product development and the general enhancement of the tourism plant;

4.2.4.2 Provide strategic direction for revenue generation programmes both within and
external to the National Parks footprint;

4.2.4.3 Provide guidance as to the objectives and implementation of the Wild Card loyalty programme; and

4.2.5 **The SANParks Responsible Tourism Policy**

The objective of the SANParks Responsible Tourism Policy is the putting in place a framework that will ensure the alignment and integration of the principles and minimum standards of Responsible Tourism into the development of all tourism and support infrastructure as well as the management of tourism.

4.2.6 **The SANParks Product Development Protocol**

The purpose of this protocol is to provide a structured approach to Product Development in SANParks ensuring that all tourism developments and activities deliver on the triple bottom line of responsible tourism namely, economic, social and environmental sustainability. The protocol aims to:

4.2.6.1 ensure a consistent, structured and integrated approach to Product Development across all national parks;

4.2.6.2 facilitate the improved prioritization of product development activities and products;

4.2.6.3 improve planning and the allocation of resources based on approved protocols and following due process; and

4.2.6.4 to ensure that SANParks delivers on Return of Investment objectives.

4.2.7 **SANParks Park Management Plans**

The National Environment Management: Protected Areas Act No. 57 of 2003 (NEM: PAA) requires that South African National Parks (SANParks) produces management plans for all national parks in consultations with stakeholders. The objective of a management plan is to ensure the protection, conservation and management of the protected area concerned in a manner, which is consistent with the objectives of the NEM: PAA and for the purpose it was declared. The Protected Areas Act requires that a national park be managed exclusively for the purpose for which it was declared. However, SANParks recognises that the environment is in constant flux, is interlinked with the socio-economic and political spheres and could be affected by societal values. Protected area management should therefore take cognisance of
the ever changing environment and diversity of influences, and plan accordingly. In consultation with stakeholders, SANParks will be revising the management plan of each park approximately every six years.

4.2.8  **SANParks Responsible Tourism Product Framework**

The SANParks Responsible Tourism Product Framework has as its aim getting a framework for each park clearly indicating and substantiating which products would be acceptable and which would not. The framework is used as part of park planning process and is also refined to influence business planning on an annual basis.

The benefits of the product framework as follows:

4.2.8.1  To assist management during park planning process and general business planning.

4.2.8.2  To be able to consider the diverse and unique attributes, qualities and risks of each park.

4.2.8.3  The final framework will be a guiding document on what opportunities exist in each park. The feasibility assessments (with research) and business model would follow, should a product be identified as a priority for a coming business cycle.

4.2.8.4  The generic product framework for SANParks and product framework for each park will facilitate decision-making on opportunities that exist.

4.2.8.5  The product framework will be a lively document, updated as new products, information or opportunities are highlighted.

A significant element of the ecotourism pillar is the Commercialisation Strategy, (which through the implementation of Public Private Partnerships) SANParks has adopted to expand tourism products and the generation of additional revenue for the funding of conservation and constituency building.

4.3  **Constituency building towards a people-centred conservation and tourism mandate**

SANParks is required to build constituencies at international, national and local levels, in support of the conservation of the natural and cultural heritage of South Africa through its
corporate social investment. It has to ensure that a broad base of South Africans participate and get involved in biodiversity initiatives, and further that all its operations have a synergistic existence with neighbouring or surrounding communities for their socio-economic benefit, hence enabling the broader society to be connected to National Parks.

The core mandate of the organisation derives from its biodiversity conservation role, thus the conservation pillar, is regarded as the basis upon which the other two sub-core pillars’ programmes and activities are directed.

The organisational structure emanating from business architecture is provided in Figure 3-1 below.

![Figure 3-1: SANParks Business Architecture](image)

In addition to the core (Conservation) and sub-core business functions (Tourism and Constituency Building) that provide SANParks with a level of uniqueness, the organisation has generic support functions of Chief Financial Officer’s office (which includes Finance; Supply Chain Management; Information Technology; Business Process Management (BPM);
5. **SANPARKS / WILD CARD MERCHANDISING**

The Wild Card Programme is managed by SANParks on behalf of the Wild Card network partners. Wild Card membership provides an unparalleled passport to experiencing the "Wild" and explore some of wonderful biodiversity available in Southern Africa. Members can access more than 80 parks and reserves through a network of conservation partners including SANParks, Ezemvelo KZN Wildlife, CapeNature, Msinsi Resorts and Big Game Parks of Swaziland.

The Wild Trademark covers an extensive range of products such as the Wild card access system, rewards & loyalty program, licensed products, award winning Wild magazine, wild blog, monthly e-newsletter, social media channels, membership access to network of partner parks and reserves. The Wild brand has been operating and developing before mentioned products over a 6 year period and have gained extensive following through 120 000 members.

5.1 **Manufacturing**

SANParks would like to request an expression of interest from manufacturers with technical manufacturing capability. Preference will be given to a manufacturer/trademark with a large international footprint and the technical expertise, upmarket value brand association, large distribution, sales network and a strong financial platform to grow and sustain the product offer.

It is expected that the interested parties provide a body of evidence to validate the technical expertise for the required discipline.

The manufacturer has to provide a detailed plan of the sustainable solutions and manufacturing of the proposed Wild garments.

Manufacturers who would like to participate are encouraged to express their interest through submission of supporting documentation such as a business & merchandise range plan that will provide the necessary information for effective evaluation of all the disciplines required to deliver the manufacturing services. The manufacturer/supplier will be required to show plans to develop manufacturing capability of local market in line with
the developmental and community initiatives identified by SANParks through the PPP protocol, thereby enabling skills transfer, strengthening local communities and the economy.

5.2  Distribution

It is expected that there will be an extensive online sales component and the manufacturer/trademark to sell merchandise through an online e-business solution including comprehensive inventory management system and distribution capability. SANParks will require the manufacturer to have International distribution centers and sales points or access to a network of retail distribution points. It will be required that manufacturer/supplier have the technology and warehousing facilities to manage online orders. It is anticipated that the SANParks & Wild Card website will function as an online store where the Wild Card members can order their products.

5.2.1 Qualifications / expertise:

Manufacturer/trademarks are expected to provide evidence of the capability to support the distribution function and to give account of the expertise of the team that would manage this function.

5.2.2 Sustainability throughout the value chain:

The manufacturer will have to commit to international standards of sustainability ensuring the manufacturing and distribution happens closer to point of sale, thus decreasing our carbon footprint by limiting associated transportation cost i.e. the Higgs 1.0 sustainability measure etc.

5.3  Co-branding / Brand association

SANParks require a marketing partnership between Wild and the manufacturers through Co-branding that would encompass several different types of branding activities / disciplines.

5.4  Variations per park

SANParks would require the manufacturer to develop branded variations such as a specific mascot or Icon and products per park or area as required.
5.5 **Term of Agreement**

The term of agreement anticipated is for a period of 5 years.

5.6 **Class category**

SANParks require manufacturers with expertise in technical outdoor merchandise. Each brand can express interest in a single class/category or all the classes depending on the expertise and variety of disciplines the manufacturer will be able to supply. Wild ® brand has trademarked and licensed the classes separately as follows:

5.6.1 Class 3 - Soaps, Perfumery, essential oils;

5.6.2 Class 4 - Industrial oils, Fuels, Charcoal, Candles and wicks for lighting;

5.6.3 Class 8 - Pocket knives, Multi-tools, cutlery and hand tools;

5.6.4 Class 9 - Sunglasses, Binoculars;

5.6.5 Class 14 - Jewelry and Watches (Wild Big five charm bracelets, Rhino pendants and earrings);

5.6.6 Class 18 - Bags, Luggage and leather goods (Wild Backpacks and Wallets);

5.6.7 Class 20 - Furniture, mirrors, picture frames: goods (not included in other classes) of wood, cork, reed, cane, wicker, horn;

5.6.8 Class 22 - Other i.e. sleeping bags, tents;

5.6.9 Class 25 - Clothing, Headwear and footwear for men, women and children (Wild Hats and buffs + Wild Range of clothing);

5.6.10 Class 29 - Frozen dried and cooked fruits, jellies, jams etc; and

5.6.11 Class 30 - Coffee, tea, cacao, honey etc.
6. **FINANCIALS**

The Interested parties will be expected to submit a comprehensive Business and marketing plan as part of the financial proposal for royalties.

6.1 **Price points**

Average price point per category across a range of comparative products and brands will be used as a guideline to establish average price points. This guideline can also be used as a pre-negotiation reference point for average revenue values against volumes in planning Merchandise ranges.

6.2 **Revenue Stream**

The Expected revenues that the licensed product can achieve within a financial year will have to consider the expected volumes and average price points as defined by the merchandise range plan. Forecasting should be based on revenue model of each interested brand. Revenue models should demonstrate value through multiple sales channels and customer touchpoints, maximising on earnings potential.

6.3 **Royalty Percentage**

SANParks would expect a yearly royalty percentage of annual turnover based upon the projected volumes the manufacturer would plan to manufacture in conjunction with the brand value, depending on the popularity of the brand, the original design and the unique or patented manufacturing capability a brand, can have a higher or lower market value.

6.4 **Advances**

The Value of the advance and underlying conditions may vary from category to category but is usually a good indicator of the licensees willingness to invest and can be a very strong indicator of the anticipated value of the brand. While the advance required should not be so large as to scare away the licensee it should also be significant enough to establish the seriousness of the licensee and expected advance on yearly earnings would be expected. Advance percentage will be calculated at approximately 25% as per the market standard although due consideration will be given to influencing factors such as brand valuation, geographical distribution and the proposed sales and marketing plan.
6.5 **Guarantees**

The SANParks will expect a guarantee of minimum sales volumes to ensure the expected percentage royalty values. If the licensee cannot meet the guaranteed percentage revenues on volume, SANParks will expect the licensee to pay the shortcomings. The Guarantee value can be as much as 50% of the expected annual royalties average.

6.6 **Costing**

It is expected that the licensee would give very transparent account of all the costing involved in manufacturing and distribution so that the SANParks can keep control of volumes and overs and under runs in the manufacturing, volume and average price point maintained and geographical dispersion.

The licensee will be expected to commit to a marketing contribution for the territory in which the licensee operates the trademark. Yearly marketing and media plans must be submitted with expected values and percentages in line with the business plan and stock allocation. The licensee will also be expected to seek approval from the SANParks on all collateral and marketing material that will be manufactured and utilized in support of the product (Point of Sale), to ensure it matches the expected brand directives and C.I guidelines.

6.7 **Royalty auditing and Performance management**

The use of specialized royalty auditors with expertise in fashion will be used with consideration to be given to unreported sales by “Affiliates”. Having procedures to monitor all agreements and terminate non-performing licenses will ensure that the brand maintains the highest market value.

6.8 **Statements and Payments**

Royalties should be paid on a quarterly basis for the preceding quarter. The license agreement should define the sales cycle. Statements and payments should be paid within a specified period (finance department to advise although 30 days is very common
place) at the end of each quarter. The SANParks should strive to apply a standard accounting and payment practices to all of its licensees.

6.9 **Audit Rights**

The SANParks will ensure that it retains the right to audit the licensee's books and records to verify sales and royalty reports.

6.10 **Notices and Credits**

The agreement should require the licensee to include proper copyright and trademark notices on the merchandise or on labels or hangtags attached to the merchandise. The SANParks may also want to be credited as the owner of the licensed property. This is especially true for artwork licenses, where the SANParks' primary motivation for entering into the license is often to gain enhanced publicity and name or, brand recognition rather than royalties.

Wild would require the Wild Co-branded merchandise to be available to Wild card members at a discounted or rebated rate.

6.11 **Indemnification and Insurance**

SANParks will want the licensee to indemnify it against any claims of product liability arising out of the sale or use of the licensed products, and will also want to be indemnified against fines imposed by any governmental agency for unsafe products and against any claims for unfair trade practices, deceptive advertising or, other actions by the licensee in the advertising and distribution of the licensed products. In addition, the SANParks will want the licensee to carry adequate product liability insurance, and will usually want to be named as an additional insured under the licensee's policy.

7. **EXCLUSIVITY**

Depending on the defined region and the extent of the license, the manufacturer could have exclusive rights to manufacture the branded products during the period and according to the conditions of the manufacturing agreement.

Furthermore, the manufacturer will have to provide proof of:
7.1 Financial sustainability, auditing controls and frequency; and

7.2 Volume of branded products manufactured to be manufactured.

8. **JOINT MARKETING CHANNELS, WILD DATABASE**

8.1 The Manufacturer must be able to collaborate and promote to their own existing database.

8.2 It is expected that the Manufacturer will add value through co-branding with international recognition. The manufacture must be able to support and maintain the brand based upon international criteria and value.

8.3 The Manufacturer must be able to provide proof of the number of existing members they can directly market to.

8.4 Brand Value: The manufacturer must be able to provide a brand valuation.

8.5 The manufacturer must be able to demonstrate compliance with “sustainable manufacturing principles” (for example HIGGS 1.0).

8.6 The manufacturer must be able to demonstrate the ability to work with innovative, sustainable materials and technology.

8.7 The Manufacturer must not only be accountable for the carbon footprint during production and lifecycle of a garment but should also be able to demonstrate how it utilizes recyclable materials.

9. **COMPLIANCE TO BEE REQUIREMENTS**

9.1 The manufacturer should comply to the necessary BBBEE legislation.

9.2 The manufacturer should provide all the necessary certificates and documentation as a certified BEE practitioner.
10. **EOI PROCEDURE**

To respond to this Expression of Interest, please address all the matters raised below.

The contact person listed below is available for assistance if required.

The answers to this EOI will be evaluated by staff from different functions in SANParks.

10.1 **How to submit the Expression of Interest**

The Expression of Interest in the required format should be delivered by hand to SANParks Head office at 643 Leyds Street, Muckleneuk, Pretoria 0001 for the attention of Daniel Cornelissen.

**EOI’s should reach SANParks no later than 12:00 on Friday 25<sup>th</sup> April 2014.**

For questions regarding this EOI, you are welcome to contact:

CRM & Loyalty Manager Wild Card Programme
Daniel Cornelissen
Telephone: +27 (0) 12 426 5313/+27 (0) 12 426 5000
Facsimile: +27 (0) 86 545 9664
E-mail: daniel.cornelissen@sanparks.org
11. ANNEXURE A - INFORMATION TO BE PROVIDED BY INTERESTED PARTIES

11.1 MANUFACTURER EXISTING OPERATIONS

11.1.1 Company name

11.1.2 Company address

11.1.3 Company web page

11.1.4 Main products/services

11.1.5 Main market/customers

11.1.6 Ownership structure with ownership status in percentage

11.1.7 Structure of mother corporation, joint ventures, subsidiaries, partnerships or, other relevant relations

11.1.8 Number of years on the market

11.1.9 Company location(s)

11.1.10 Environmental management system(s)

11.1.11 Quality Department Structure and Quality management system(s)

11.1.12 Describe your business continuity management

11.1.13 Number of current employees

11.1.14 Production Plan and Capability

11.1.15 Describe existing Research and Development undertaken

11.1.16 Marketing and sales Plan
11.1.17 Financial information including but not limited to:

11.1.17.1 Last year turnover

11.1.17.2 Last year gross margin

11.1.17.3 Last year profit

11.1.18 Stock markets where your company is listed.

11.1.19 Manufacturer must provide proof of its brand valuation.

11.1.20 Provide proof of the necessary expertise and developmental infrastructure the proposed partnership will require a manufacturer with the necessary in-house design capabilities, thereby not alienating critical elements of design and manufacturing from the production lifecycle. As part of the EOI all suppliers interested to participate will be required to submit samples and the necessary reports and proof of manufacturing standards. The Samples should be representational of the style quality and manufacturing standard to be measured against for future delivery.

11.1.21 The supplier must be able to provide SANParks with a comprehensive overview of the sourcing cycle and how and where, the manufacturing and distributed is done.

11.1.22 Indicate up to 3 business references within the last 3-5 years.

11.2 MANUFACTURER PROPOSED OPERATIONS

11.2.1 Manufacturer/supplier to propose the merchandise range (merchandise range plan). and supply business plan.

11.2.2 The interested parties will be required to provide a very clear description explaining the size, colour, design and specifications of the items that will be manufactured under the license.

11.2.3 Manufacturer/supplier to provide a comprehensive roadmap for the proposed distribution channels.

11.2.4 Manufacturer to provide a proposed framework for the term of the contract.
11.2.5 The manufacturer/supplier to suggest royalty structure, which would deliver the best value for both parties.

11.2.6 As part of the Range plan the manufacturer should provide sales and manufacturing projections that will clearly establish the scope of the manufacturing and distribution plan.

11.2.7 BBBEE Accreditation including (All necessary certification and Validation).

11.2.8 Local employment proposed (defined employment development plan).

11.2.9 Geographical territory: Wild would expect distribution provided for the Southern African sub-continent but international territories can be licensed if the interested parties can provide a compelling motivation, to endorse the request and the Financial and legal parameters can be conclusively met.

11.2.10 Demonstrate sustainability throughout the value chain from sourcing to production and distribution.

11.2.11 Show plans to develop manufacturing capability of local market in line with the developmental and community initiatives identified by SANParks through the PPP protocol.

11.2.12 Explanation of IMS (Inventory management system, distribution centers and warehousing capability).

11.2.13 Give examples of the various brand disciplines that could be considered for the marketing partnership

11.2.14 Proof of online sales capability.

11.2.15 Indicate whether the manufacturer / trademark will be participating in single or multiple-classes of the manufacturing and distribution.

11.2.16 Provide a range of average price points per category of proposed products to be manufactured.