



JAMPRO
TRADE & INVESTMENT JAMAICA



TERMS OF REFERENCE
CARIBBEAN COOPERATION BUSINESS MODEL FOR THE ANIMATION INDUSTRIES
REQUEST FOR APPLICATIONS TO PARTICIPATE IN BUSINESS MODEL TESTING
19.02.2021

SUMMARY

The Jamaica Promotions Corporation (JAMPRO) and its partners invite suitably-qualified animation studios from Jamaica, Barbados and Trinidad and Tobago to apply to participate in a three-month exercise to test the Caribbean Animation Business Model.

BACKGROUND

The Jamaica Promotions Corporation (JAMPRO) has been selected by the Cultural and Creative Industries Innovation Fund (CIIF) for a project grant award to develop a Caribbean cooperation business model for the regional animation sector.

The Jamaica Promotions Corporation (JAMPRO) is an agency of the Government of Jamaica that promotes business opportunities in export and investment to the local and international private sector. Film Jamaica, the country's film commission and creative industries agency, is the executing body for this project.

The Cultural and Creative Industries Innovation Fund (CIIF) was launched in December 2018 with an initial US\$2.6 million in capitalisation from the Caribbean Development Bank (CDB). It is a multi-donor Fund that supports the Creative Industries sector development. The Fund seeks regional projects that encourage innovation, job creation and improved enterprise sustainability by providing grant financing and technical assistance to creative/cultural entrepreneurs, micro, small and medium-sized enterprises, business support organisations and academia, which support the creative industries in CDB's Borrowing Member Countries (BMC).

The scope countries for the duration of this project are Jamaica, Barbados, and Trinidad and Tobago; once tested, finalised and published, the intent is to introduce the animation business model to the rest of the Caribbean region's animation studios.

One studio from each of the scope countries mentioned above will be selected to participate in the testing exercise.



PARTNERS

In order to ensure regional representation in the project's development, JAMPRO has engaged four key partners to contribute their expertise, and to ensure effective stakeholder communication:

1. **Jamaica Animation Nation Network (Jamaica)** – The Jamaica Animation Nation Network (J.A.N.N.) serves as the association representing all stakeholders of the animation industry in Jamaica. It is a membership-based association run by volunteer members. J.A.N.N.'s goals are to promote members' talents locally and internationally, to support studios' demand for creatives and training institutions' needs for placement and improved education, and to advance local Government's policy development.
2. **National Cultural Foundation (Barbados)** – The National Cultural Foundation (NCF) is a statutory body established by an Act of Parliament in 1983. Its mandate is to oversee the cultural landscape of Barbados. The NCF's role revolves around the preservation of cultural heritage and promotion of all forms of art and culture, both tangible and intangible, through developmental and commercial programmes and products; this includes responsibility for the staging and execution of major governmental and national events.
3. **Trinidad and Tobago Animation Network (Trinidad and Tobago)** – The Trinidad and Tobago Animation Network (TTAN) is a group of industry participants, including animators, illustrators, writers, photographers, producers, filmmakers, advertising agencies, corporate businesses and education institutions. They seek the opportunity to represent as an official body, create standards and best practices for the industry, network with artists and take on many more initiatives. TTAN represents a growing base of animation professionals in Trinidad and Tobago in one accord, working towards harmonising the twin Republic's efforts to produce the best quality animation, and building an active and productive creative hub in Trinidad and Tobago and the wider Caribbean.
4. **Animae Caribe (Trinidad and Tobago)** – Since 2001, Animae Caribe's Animation and Digital Media Festival has been an important platform to raise the awareness of animation and technology in the Caribbean. It provides an outlet for innovative animators in the Caribbean to develop, expand and showcase their talents to a wider local and international audience. The Festival has attracted top animators from studios such as Dreamworks, Aardman, Pixar, Cartoon Network and Nickelodeon to Trinidad and Tobago to present and host workshops for potential, novice and professional animators. The festival is based on information-sharing, so that participants can gain vital information on trends and career possibilities in this dynamic industry.



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ABOUT THE PROJECT

The Caribbean Animation Business Model is intended to facilitate Caribbean studios working together to increase their chances of attracting international contracts, thereby potentially becoming a hub for outsourcing of 2D and 3D animation projects. The model is also intended to increase the potential for Caribbean studios to work together in a streamlined and collaborative approach, in order to develop and produce original IP.

The project will design, test, and publish a model for increased regional collaboration by inviting working Caribbean studios to develop and publish a 1-minute 3D animated video. Once published, the model is intended to be replicable across the Caribbean.

Trinidad and Tobago nationals qualify for a cash rebate; Jamaican nationals benefit from a Special Economic Zone, and practitioners across the region can access a variety of local benefits. This project will model how screen-based practitioners across the region can utilise local benefits, the Caribbean Single Market Economy (CSME) and regional trade agreements to access the various incentives and resources across our countries, and collaborate business-to-business in order to advance revenue-generating projects in the screen-based industries.

OBJECTIVES

The objectives of the overall project are:

- To design, test, and publish a business model for pooling regional resources to grow a Caribbean animation industry.
- To use the business model to increase outsourcing contracts for international IP and investment opportunities for local IP.
- To facilitate and encourage regional business-to-business collaboration in order to advance revenue-generating projects in the Caribbean animation industry.
- To leverage local benefits, the Caribbean Single Market Economy (CSME) and existing trade agreements to access the various incentives and resources across our islands.
- To increase the current pool of data available on the Caribbean animation industry.



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The objectives of the collaboration exercise for the Caribbean Animation Business Model are:

- To identify studios in the region (initially, in the project scope countries: Jamaica, Barbados, Trinidad and Tobago) that have the potential to ramp up to regularly manage outsourced and regional collaborative projects.
- To test the business model as drafted, and to make adjustments that suit the practical needs of Caribbean animation studios.
- To document and demonstrate the viability of the model to the wider database of Caribbean animation studios, attracting them to use the model in their businesses once published.

REQUEST FOR APPLICATIONS TO PARTICIPATE IN BUSINESS MODEL TESTING

In order to assess the viability of the animation business model, JAMPRO invites suitably-qualified animation studios from Jamaica, Barbados and Trinidad and Tobago to apply to participate in a three-month collaboration exercise to test the model and document the findings, before the model is published for Caribbean-wide use.

Over three months, the three selected studios will collaborate virtually on the development and publishing of a 1-minute 3D animation piece, using the Caribbean Animation Business Model. The studios will work together on all aspects of the development, creation and project management of this piece of content.

As the testing is conducted, the project team will assess the feedback from the studios, and make real-time adjustments to the model as needed. The intent is that the final published model is useful to the needs of Caribbean animation studios, for both increased regional collaboration for producing original IP, and for increased capacity to bid for international companies looking to outsource work to the Caribbean.

Participation in this collaboration exercise is voluntary; JAMPRO will offer the following to each participating studio in Jamaica, Barbados and Trinidad and Tobago:

- An honorarium of US\$1,500 per studio
- Software licenses for the platform included in the model for 6 or 12 months (final duration to be confirmed)
- Training
- The opportunity to collaborate on the development of Caribbean IP with the potential to be used as a proof of concept for future international outsourcing opportunities



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SCOPE OF WORK

The scope of work below describes the activities that must take place within the testing period to determine the viability of the animation business model. Using the business model, and guided at every step of the process by the Project Manager / Consultant contracted by JAMPRO, the participating studios must conduct the following:

1. Studios apply with an original project currently under development within their portfolio.
2. Having applied with a proposed idea for a 1-minute 3D animated video, the three selected studios discuss and agree on choosing one idea to develop and produce for the testing exercise.
3. Studios collectively outline/review/modify the pipeline approach suggested by the model to produce the video.
4. Studios collectively agree on an administrative approach to manage the project.
5. Based on the research provided by the Project Manager/ Consultant and the project's regional Research Assistants, participants collectively select the regional incentives and resources that can be applied to this particular project.
6. Studios manage all aspects of development, production and publishing of the 1-minute 3D animated video, following the business model: concept design, script development, character design, storyboarding, animatics, voicing, music selection, editing, animation testing, final rendering and delivery. As the production process is executed, the Project Manager/ Consultant will document challenges, amendments and suggestions recommended by the studios.
7. Process of developing video is documented to refine and finalise the animation business model.
8. Studios present the final video to CDB, JAMPRO and project partners for review, feedback and discussion about the viability of the model.

LOCATION AND DURATION

Given current global circumstances, at this time, it is projected that the work will be conducted 100% remotely. If there is any change to this approach, it will be communicated accordingly to all participants.

The project duration is three months.



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DELIVERABLES

In the course of the collaboration exercise, participating animation studios are required to submit the following to the Project Manager/ Consultant:

1. Concept design for agreed IP
2. Animation pipeline approach using the model
3. Script
4. Character design
5. Storyboard
6. Animation test 1 and modifications
7. Animation test 2 and modifications
8. Animation test 3 and modifications
9. Final 1-minute 3D animated video

QUALIFICATIONS AND EXPERIENCE

The animation company should possess the following qualifications and experience:

- Portfolio demonstrating areas of expertise in 3D animation (for the purpose of participating in this project). If relevant, also share experience in 2D animation, stop motion, character design, and/or motion graphics.
- Demonstrated ability to engage and manage a team of freelancers (please provide at least two project examples where your studio scaled up capacity for a project using freelancers).
- Must have operated as a registered company for at least three (3) years, either creating your own IP, and/or providing services to local and/or international clients.
- Strong inter-personal, verbal and written communication skills, with an excellent command of written and spoken English.
- Proven track record of successful completion of projects, as per references (please provide at least 2 references).



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ELIGIBILITY

The animation company shall be eligible to participate if:

1. The company is officially registered in Jamaica, Barbados and Trinidad and Tobago (project scope countries, and member countries of the Caribbean Development Bank).
2. The company lead (owner, founder, CEO, shareholding director etc.) is a citizen or a bona fide resident of Jamaica, Barbados and Trinidad and Tobago (project scope countries, and member countries of the Caribbean Development Bank).
3. The company is not bankrupt or insolvent or in the process of either, or having their affairs administered by the Courts; has not entered into an arrangement with creditors, or is in any analogous situation arising from similar procedures provided for in their national legislation or regulations.
4. The company lead (owner, founder, CEO, shareholding director etc.) has not been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata.
5. The company has not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity.
6. The company has no conflicts of interest.

SUBMISSION

Please complete the [Caribbean Animation Business Model - application form for studios](#) with all links and references, and submit by Friday March 5 2021.

Questions? kindly contact info@stage1.expert.



EVALUATION CRITERIA

Minimum Score: 70 points

Requirement	Assessment Criteria	Maximum Score
<u>A. BUSINESS FEASIBILITY</u>		
Eligibility	<p>Must meet basic eligibility as outlined in the TOR in order to be considered:</p> <ul style="list-style-type: none"> • Company must be formally registered in a member country of Caribbean Development Bank - Jamaica, Barbados or Trinidad and Tobago • Principals must be citizens of a member country of Caribbean Development Bank - Jamaica, Barbados or Trinidad and Tobago • No insolvency, criminal activity, fraud, or conflict of interest 	N/A
Original IP	Do you have an original developed idea that can be considered for the testing exercise?	5
Scalability	<p>Number of full-time employees</p> <p>Range of part-time or freelance employees over the past 3 years</p> <p>Range of remote employees over the past 3 years</p>	15
Stability	<p>Physical studio or business address</p> <p>How many years has your registered business been operational?</p> <p>How many clients have used your animation services? Provide at least 2 references</p>	15
<u>B. PORTFOLIO</u>		
Outsourcing	<p>Do you currently do outsourcing jobs for international clients?</p> <p>Please provide additional information.</p>	10
IP creation	Do you currently create original IP animation content? Please provide additional information.	10
Commercial services	How many commercial services do you currently offer? Any or all of the following:	10



Requirement	Assessment Criteria	Maximum Score
	<ul style="list-style-type: none"> • 3D Animation • 2D Animation • Stop Motion Animation • Character Design • Motion Graphics 	
Depth of content	<p>Please submit portfolio (can provide link to portfolio online)</p> <p>Does your portfolio demonstrate expertise in: 2D animation, 3D animation, stop motion, character design, motion graphics?</p> <p>Does your portfolio demonstrate high calibre work that is commercially viable and investment ready?</p>	25
<u>C. SUITABILITY FOR PROGRAMME</u>		
Registered company (mandatory requirement)	<p>Are you a registered company in compliance with any of the following?</p> <ul style="list-style-type: none"> • Tax Administration Jamaica (JA) • Barbados Revenue Authority (BDS) • Inland Revenue Division (TT) 	0
Authorised to work in Jamaica/Barbados/Trinidad and Tobago (mandatory requirement)	<p>Are you a citizen of any of these countries, and are authorised to work in any of these countries?</p>	0
<u>Collaboration</u>	<p>What experience do you have with collaborating with other companies across the region?</p>	10
Total Technical Score	Must meet a minimum requirement of 70% of the total score.	
TOTAL SCORE		100