

Overall/General	
Question	Answer
Could you please let us know the envisaged maximum budget ceiling for the framework as a whole and/or per work package?	We do not have a specific budget margin for this RFP and the winning tenderer will be selecting based on the Evaluation Methodology and Criteria indicated in 6.9 of the RFP, including the price or total cost of the services. We will review the proposals based on both price and quality with an overarching objective to achieve best value for money . Please note that prices cannot change during the total duration of the framework agreement and can only be indexed on an annual basis based on the consumer price index, for the first time on the first anniversary of the framework agreement. So it is important to take into consideration the long-term validity of the service prices.
Regarding the contract duration, there are 3 mentions in the document, with one of them being is contradictory (Section 6.10). Could you please confirm the duration of the contract?	The Framework Agreement will be for 1 year which can be extended annually up to a maximum total duration of 4 years.
The TOR states "Financial offer: In order for EIT Food to make a financial comparison, we are requesting that you provide your hourly rate.". Given that there are a number of WPs with many different services requiring different areas and types of expertise as well as different profiles and levels of seniority to perform the tasks specified in the ToR, should tenderers provide a range of hourly rates for different types of profiles? If so could EIT food specify these profiles (e.g. communications strategist, project manager, web master etc.).	The proposed cost should be for the full rate of the service as provided by the whole agency, therefore including both staffing and expense costs. There should not be a different hourly rate per task/profiles within a single WP, but you can propose a different hourly rate for each work package if needed. The hourly cost is to enable a fair benchmark between different applicants. Please note that prices cannot change during the total duration of the framework agreement and can only be indexed on an annual basis based on the consumer price index, for the first time on the first anniversary of the framework agreement. So it is important to take into consideration the long-term validity of the service prices.
Could you please kindly provide all responses to clarification questions that may have been submitted by other tenderers to date, if any?	Yes. All answers will be published on the website.
If we are responding to more than one work package, is the limit of 15 pages for the proposal across all work packages, or per work package response?	It is 15 pages for all. We would like to keep these short and allow it to be possible to benchmark. You can link to examples of previous work and present the team and financial offer collectively for all the work packages, but please do not add any additional reading material or additional appendixes that relate to your proposal beyond the 15 pages. Any additional information that effectively extends the RFP 15 pages limit will not be counted.
If we are submitting a proposal covering several work packages, should we submit as one single document or several separate ones? Logistically for EIT Food, what's easiest for your stakeholders?	A single document should be submitted for the whole proposal.
Can the proposal be submitted in PowerPoint format? If so, does that affect the indicated length?	It is 15 pages for all, whatever the format.

<p>Is there a skill gap in the team that we should be cognisant of while making the proposal or anything else that you are looking for?</p>	<p>We are looking for support in the areas described in the RFP. We would like the selected agencies to act as an extension to our team and add to our existing skills as a brand and communications team.</p>
<p>How important are experiences in providing services specifically to matrix organisations? Or especially to organisations with purpose-led missions? Are those organisations specific in terms of internal process and cooperation with external partners? If yes, could you clarify in which way?</p>	<p>What is important is understanding that a matrix organisation means a lot of stakeholder management. It is also important that the selected agency(ies) understand our missions-led approach and our desire to have a positive impact with the work we do. We are addressing a professional audience and aim to transform the food system through our work - we are therefore not marketing a product for the sake of making money.</p>
<p>Do you require local presence/office of the agency or can you imagine fully remote cooperation supported by regular person meetings and reviews?</p>	<p>Fully remote cooperation</p>
<p>Will there be a chance to present our ideas and value via online call/in person or will you decide solely based on delivered presentations?</p>	<p>Depending on the number of shortlisted agencies, we will decide whether to run some pitching sessions with the shortlisted agencies during the week of the 8th July. These is likely to be the case, but we can only confirm once we have evaluated all the proposals.</p>
<p>How does your ideal agency partner would look like?</p>	<p>Our ideal agency would be able to work independently at a high level of quality in an effective way. They would need to quickly understand EIT Food and how we work and feel embedded in the team.</p>
<p>What is the approximate weekly/monthly amount of work or briefs? Especially in 2, 6, 8, 9, 12 WPs. We would like to have a better sense for the capacities we would need to allocate for you to perfectly serve your needs and meet your expectations</p>	<p>We can adapt to each agency's capacity - as we are looking to hire multiple agencies per work package, we could increase or decrease the amount of work depending on each project and agency. There is the possibility to act as our core agency in which case this would require an agency with significant capacity to join team meetings and work across multiple work packages in parallel, but we could also work together on a more ad hoc basis for specific projects if your agency has less capacity.</p>
<p>Annexes 1 and 2 - are we supposed to read, comment, fill them out and send to you together with proposal or at this moment are they attached for us just to be informed and we shouldn't do anything with them at this moment?</p>	<p>The annexes are for your information and you do not need to sign or complete them when submitting your proposal.</p>
<p>Will any weight or preference be given to agencies that can provide services across several Work Packages? I.e. if we are submitting for several packages, is it worthwhile including how we would manage all seamlessly as one team? Or does this have no impact?</p>	<p>We would prefer that agencies apply for work packages that align with their expertise. If your expertise falls across different work packages, including information around how you would work across these would be useful. Please bear in mind that we might hire more than 1 agency per work package.</p>

<p>You outline the need for an agency to cover the UK and Europe - could you please share the primary European markets the agency will be required to service? Will this be the same across all work packages?</p>	<p>We are a pan-European organisation focused on the EU food system and we should aim at targeting Europe as a whole. We are gradually expanding on global level too in terms of international bodies, COP, partnerships with Brazil. No specific focus in terms of geography as the whole of Europe is important for our comms work. Targeting EU countries where we operate and have partnerships would be crucial. This includes countries with thriving food industries, strong research and innovation ecosystems, and a commitment to sustainable agriculture and food production. Mainly, a pan-European approach. By Uk and Europe, we mean that the selected agency should be based in this area so that we work on similar time zones.</p>
<p>Do you want to focus on English-speaking media or also local media in core markets (e.g. Poland, Spain, Germany, Belgium)?</p>	<p>While English-speaking media is important for a broad European reach, we also value the inclusion of local media in our core markets. Engaging with local media in countries like Poland, Spain, Germany, and Belgium is crucial for targeted outreach and fostering a deeper connection with local communities.</p>
<p>For each package, do you want to see our recommendations for activity in each area at this stage, or is this more about showing our services that support this, and our client experience in delivering?</p>	<p>Yes, we would like to see your recommendations as far as the context that you have allows. However we are more interested in your skills and experience and how you can demonstrate these.</p>
<p>Who are your key competitors, or similar organisations you would look to and want/need to either compete with or be seen alongside as vital to food innovation?</p>	<p>Collaboration is central to all our work, which spans the whole food value chain and we look to collaborate with all stakeholders (not compete). Our partner network is made up of a consortium of key food system industry players, businesses, research centres and universities from across Europe. Organisations we look up to include WEF, FAO, JA Europe... Our key audiences are Thinkers & Policymakers, Practitioners & Learners, Producers & Farmers, Accelerators & Entrepreneurs. Our list of partners on the EIT Food website can give you an idea of who we collaborate with. We are also embedded within the EIT community of KICs and therefore work alongside our counterparts (e.g. EIT Health, EIT Digital, EIT Urban Mobility etc.).</p>
<p>When organisations, establishments, or individuals choose to work with or partner with EIT food, what sets you apart? I.e. why do they tend to choose you?</p>	<p>Because we are an impact driven pan-European organisation that wants to transform the food system and have a positive impact on the planet. We are a reliable and credible network of food professionals, we are a funder and we are also a neutral advocacy partner for policymakers.</p>
<p>With regards to your comms and brand team, do you have one team managing / running all work packages? Or specific teams or individuals responsible for certain areas? If possible could you please share this structure with us?</p>	<p>The Brand & Comms team is split into two areas: Brand & Digital (responsible for branding, digital comms & channels (earned, owned, paid) and Comms & Events (responsible for corporate comms, internal comms, media and events).</p>

What are the biggest challenges you're coming up against in terms of communicating EIT Food to your audiences?	Reaching such a wide and diverse audience, converting audiences, tracking impact of our work. Ensuring consistent messaging across different regions and cultural contexts in Europe.
Is the core aim of your comms programme to drive companies/consortia to sign up to pitch for funding, or to secure funding yourselves? Or both/neither?	Both. But it goes beyond just funding. We are looking to build reputation, grow relationships and influence revenue (sign-ups, new partners etc.). We are also look for organisations/consortiums that can have a big positive impact on the food system with their innovations.
You mention in the brief your brand values, would you be able to share these with us?	Our values reflect what is important to us. These are: Collaborative - we work with those that share our goals to accelerate change. Constructive - we focus on making things happen that will have a real impact. Inclusive - we strive to serve and include diverse people and places. Inventive - we are creative thinkers always open to new ideas.
What is the service you provide to innovators, or do you act as an intermediary between funding and consortia/project leaders?	We have various education, entrepreneurship, innovation and public engagement programmes for our stakeholders to learn, develop, get their innovations to market. We offer trainings, we offer a huge network of experts to partner with/exchange ideas with, we offer funding/co-funding, we offer research & data (Think Tank papers, consumer reports).
In addition to the EU, who tends to co-fund your projects?	In addition to the EU, our organisation is supported by a robust network of partners. We also generate revenue by creating and selling services to other institutions. Furthermore, we collaborate with a wide array of stakeholders within the innovation ecosystem to develop projects. This collaborative funding approach allows us to leverage diverse expertise and resources, driving impactful and innovative projects.
Can you please confirm your core audiences in order of importance?	Our community: EIT Food employees, our changemakers, partners, potential partners including Accelerators & Entrepreneurs, Thinkers & Policymakers, Producers & farmers, Practitioners and Learners, our peers, consumers and citizens (via our FoodUnfolded brand) - no order of importance. These include researchers, startups, industry professionals, policymakers, educators, investors and the general public interested in food innovation and sustainability.
If available, and comfortable to share, could you please share any demographic information about your core audiences?	We would like to run some audience research and can share any insights we have so far with the selected agency(ies).
Are the organisations pitching for funding more likely to be standalone businesses or a consortium of organisations? If both, what kind of split do you see between these?	We have different funding programmes, usually available to consortium of organisations.
Does a title page count as 1 of 15 pages?	We would keep this as short as possible and avoid title pages.

<p>Can we link out to external places (e.g. SharePoint folder) for more in-depth profiles on team members?</p>	<p>No. It is 15 pages for all. We would like to keep these short and allow it to be possible to benchmark. You can link to examples of previous work and present the team and financial offer collectively for all the work packages, but please do not add any additional reading material or additional appendixes that relate to your proposal beyond the 15 pages. Any additional information that effectively extends the RFP 15 pages limit will not be counted.</p>
<p>When will you alert successful applicants about interviews happening w/c 8th July?</p>	<p>We may or may not be holding interviews for shortlisted agencies. If we do hold interviews, we will aim to let shortlisted agencies know as soon as possible once we have reviewed and evaluated the proposals.</p>
<p>What will the format be for the interviews happening w/c 8th July?</p>	<p>We are not certain that we will hold these. It will depend on the number of shortlisted agencies. If we run these, they will most likely be a 45 minute online pitching meeting.</p>
<p>Who will be attending successful applicant interviews during w/c 8th July from the EIT Food team?</p>	<p>Members of our Brand & Comms team - we will select based on the work package.</p>
<p>Can we present the team and financial offer collectively for all the work packages in such a scenario?</p>	<p>Yes.</p>
<p>Is being on the European Transparency Register a pre-requisite for applicants?</p>	<p>No.</p>
<p>Can you provide us more information on your external target audiences?</p>	<p>Our external audiences span Accelerators & Entrepreneurs, Thinkers & Policymakers, Producers & Farmers, Practitioners and Learners, our peers, investors, consumers and citizens (via our FoodUnfolded brand) - These include researchers, startups, industry professionals, policymakers, educators, investors and the general public interested in food innovation and sustainability.</p>
<p>In terms of geography: are there any priority countries we should focus on?</p>	<p>We are a pan-European organisation and we should aim at targeting Europe as a whole. We are gradually expanding on global level too in terms of international bodies, COP, partnerships with Brazil. No specific focus in terms of geography as the whole of Europe is important for our comms work. Targeting EU countries where we operate and have partnerships would be crucial. This includes countries with thriving food industries, strong research and innovation ecosystems, and a commitment to sustainable agriculture and food production. Mainly, a pan-European approach.</p>

<p>Which are the countries in which we should organise media campaigns? Or should we target only media with EU & UK coverage?</p>	<p>We are a pan-European organisation and we should aim at targeting the EU. UK will be one of the countries we cover, but not more important than other. Therefore, targeting media outlets in EU countries is essential. We are a pan-European organisation and we should aim at targeting Europe as a whole. We are gradually expanding on global level too in terms of international bodies, COP, partnerships with Brazil. No specific focus in terms of geography as the whole of Europe is important for our comms work. Targeting EU countries where we operate and have partnerships would be crucial. This includes countries with thriving food industries, strong research and innovation ecosystems, and a commitment to sustainable agriculture and food production. Mainly, a pan-European approach.</p>
<p>Do you have specific KPIs regarding the media and digital services?</p>	<p>Yes. These will be shared with the selected agency(ies)</p>
<p>Is there any previous communication or prepared brand materials?</p>	<p>Yes. EIT Food exists since 2018 so we have a lot of existing material.</p>
<p>What is your preference regarding the price approach - price per hour or monthly/ yearly fee that covers the scope + any ad hoc requests?</p>	<p>Please provide your hourly rate.</p>
<p>Do you have any specific price offer template? What is the mandatory content of the offer you expect?</p>	<p>We don't have a template for this. Please include it within your proposal.</p>
<p>Why are you issuing this tender now?</p>	<p>We are looking to expand our database of agencies we can work with because we have expanded as an organisation. The framework agreement with our current core agency is coming to an end.</p>
<p>What agency support do you currently have in this area, across various different European markets? What support are you looking for now, which you don't already have / what improvements are you looking for with a new agency?</p>	<p>Currently each team works with its own agencies and we collaborate with one core agency. We would like to expand our list of trusted agencies and also</p>
<p>What is the challenge that keeps you awake at night?</p>	<p>Wasting public money, bad quality comms, doing for the sake of doing, not having an impact.</p>
<p>What is the single most important thing that a new agency partner needs to deliver for you?</p>	<p>Impact</p>
<p>You mention that you would like agency teams based in Europe and the UK; which specific countries in Europe, please?</p>	<p>We are a pan-European organisation and we should aim at targeting Europe as a whole. We are gradually expanding on global level too in terms of international bodies, COP, partnerships with Brazil. No specific focus in terms of geography as the whole of Europe is important for our comms work. Targeting EU countries where we operate and have partnerships would be crucial. This includes countries with thriving food industries, strong research and innovation ecosystems, and a commitment to sustainable agriculture and food production. Mainly, a pan-European approach. By Uk and Europe, we mean that the selected agency should be based in this area so that we work on similar time zones.</p>

<p>Who are the stakeholders who will be involved in the decision making from EIT?</p>	<p>EIT is our main funder and we therefore need to report to them on our impact. If you mean specifically for these work packages within EIT Food, the decision-making will be done by the Brand and Communications team.</p>
<p>To clarify, is it acceptable for an agency to respond to any number of packages (even just one)?</p>	<p>Yes</p>
<p>How many agencies have been invited to respond?</p>	<p>This is an open RFP, published on the website so any agency can apply. We haven't invited a specific number of agencies.</p>
<p>You mention that activities should start in August 2024. Do you have any preferences on which workstream to prioritise initially?</p>	<p>Most work packages need to happen in parallel so we would expect the selected agency to be able to run all work packages they apply for in parallel - it is therefore important to ensure you have the capacity for this. However, as we are looking to hire multiple agencies per work package, we can adapt to each agency's capacity at specific times - we could increase or decrease the amount of work depending on each project and agency. There is the possibility to act as our core agency in which case this would require an agency with significant capacity to join team meetings and work across multiple work packages in parallel, but we could also work together on a more ad hoc basis for specific projects if your agency has less capacity. Please make this clear in your proposal.</p>
<p>Will the agency work exclusively with HQ, or will we be involved with regional offices as well? If yes, will it be all regional offices or just a selection?</p>	<p>The selected agency(ies) will report to the Brand & Communications team (HQ), but will have the opportunity to work with all colleagues across EIT Food (currently 5 offices with a lot of colleagues working remotely from other locations too). If colleagues from other teams want to work with the agency(ies) for specific projects, this will also be possible if the relationship and work quality are good.</p>
<p>As long as there is no implication on the budget, can we add different team members during the collaboration to best support you in case extra resources are needed?</p>	<p>Yes.</p>
<p>Hourly rates pr package: should we specify hourly rates per seniority level or are you looking for an average hourly rate per package to facilitate comparison? In the case of being awarded a work package would you then also want packages calculated based on this average hourly rate? I am asking this because typically it is more economical to work with a differentiated rate card.</p>	<p>The proposed cost should be for the full rate of the service (irrelevant of seniority level) as provided by the whole agency, therefore including both staffing and expense costs to facilitate comparison. We cannot work with a differentiated rate card - there should not be a different hourly rate per task/profiles within a single WP, but you can propose a different hourly rate for each work package if needed. The hourly cost is to enable a fair benchmark between different applicants. Please note that prices cannot change during the total duration of the framework agreement and can only be indexed on an annual basis based on the consumer price index, for the first time on the first anniversary of the framework agreement. So it is important to take into consideration the long-term validity of the service prices.</p>

Is Food.unfolded Instagram page part of this tender too?	No.
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1. Media Management	
Question	Answer
What is the target audience to reach with the campaign? Being a communication agency based in Italy we should create a media plan involving national media coverage in order to communicate EIT activities to the Italian audience, shouldn't we? Therefore, the localisation of the campaign should be in Italian, is it right?	The target audience includes a broad spectrum of stakeholders in the food innovation sector. This includes researchers, startups, industry professionals, policymakers, educators, and the general public interested in food innovation and sustainability. Our goal is to raise awareness about EIT Food's activities, initiatives, and the impact on the food system. We expect the media plan and any media actions to be tailored to a pan-European audience. National campaigns to reach local audiences in specific countries of Europe might be required for very specific actions.
Do you have any priority or preference in your comms programmes around paid, owned and earned? I.e. are any of these more important than the other or all have equal weighting?	We use a multichannel approach to deliver on our objectives so lean on all 3 with equal weighting.
Do you have a comms narrative and issues-based messaging/points of view in place already?	We have a comprehensive communications narrative in place. This includes key messages that align with our strategic goals and missions of EIT Food to drive food innovation and sustainability. Besides, we are planning to create compelling key messages to support with reputation management.
Have you worked with an agency around media management previously or is this the first time you are employing external support?	We have always collaborated with external agencies for media management in the past. However, we are always open to fresh perspectives and innovative approaches to enhance our media strategy.
For media buying and placement, could you please share the budget you have for this? And what markets will the placements need to cover?	We have a designated budget for media buying and placement, but we prefer to discuss specific figures with the selected agency. The placements will need to cover key European markets where EIT Food has significant activities or potential for impact.
We would make recommendations here but what, for you, are the absolute most important media for EIT Food to be seen in and known by?	For us, it is crucial to be featured in leading industry publications, mainstream media outlets with a strong focus on innovation and sustainability, and influential digital platforms that reach our target audience. Examples include European food industry journals, sustainability-focused media, and high-impact news websites and social media channels. Additionally, gaining visibility in major media outlets such as Forbes, BBC, and other prominent international publications would significantly enhance our credibility and reach.

<p>Are there any upcoming key moments which we can build some tangible ideas around for you? E.g. key events, new partners, research, financials etc.</p>	<p>Yes, we have several upcoming key moments that could be discussed in detail at a deeper stage. Nonetheless, one of our biggest highlights of the year is our main event - NextBite in Italy on the 15th and 16th of October, Rome.</p>
<p>With regards to crisis management, have you already done a risk analysis and scenario mapping or is this something you'd want the selected agency to undertake for you?</p>	<p>Yes, we would like the selected agency to conduct those and support us in enhancing our crisis management plan, ensuring we are ready for various scenarios.</p>
<p>Have you experienced any brand or issues challenges? We cannot see anything of note in our desk research but even if you cannot share details, any indication of whether crisis management is a consistent need, or more an ad hoc support would be really useful</p>	<p>While we have not faced any major brand crises, we recognise the importance of being prepared. Therefore, crisis management will be more of an ad hoc support need, but having a robust strategy and ready-to-implement plans is critical for us.</p>
<p>You wrote: "Enhance geographic visibility analysis across European regions, identifying areas of strength and opportunities for expansion." What do you mean by 'expansion', e.g. opening new offices, finding new collaborators in other EU markets?</p>	<p>By 'expansion,' we mean identifying and leveraging opportunities to increase our presence and impact across European regions and media.</p>
<p>Does the team have a view on how much of a focus each area should take? E.g. what weighting they would see for each subheading, and which subheadings would be the priority.</p>	<p>The weighting for each area depends on our strategic objectives and target audience engagement at any given time. Generally, subheadings that focus on innovation, sustainability, and impactful success stories are typically given higher priority.</p>
<p>There is no mention of managing the quality control processes of media relations across the business, and its regional/functional areas – e.g. managing Freshdesk media enquiries, keeping the Comms Hub up to date with media guidance, or assisting the regional teams with reviewing and obtaining EIT sign off on press releases. Is this still a focus and part of this work package, or will it sit under WP3 and/or WP4?</p>	<p>Yes, this will still be a critical focus.</p>
<p>What approaches is EIT Food already following in terms of media buying / OOH advertising?</p>	<p>We use a mix of traditional and digital media buying strategies, but mainly focusing on non-paid media proposals by pitching our stories to journalists. We occasionally sponsor content opps.</p>
<p>Can you expand on why media buying and digital advertising (paid partnerships) are split between WP1 and WP10? Should we consider them together?</p>	<p>Media buying and digital advertising are split between WP1 and WP10 to streamline focus areas and manage resources efficiently. WP1 handles broader media buying strategies and placements, while WP10 focuses specifically on digital advertising (e.g. paid social, Google ads...), allowing for specialised expertise and targeted campaigns. However, coordination between WP1 and WP10 is essential to ensure alignment and synergy across all paid media activities and the EIT Food team will ensure this coordination to optimise overall spend. We would be open to hearing how you would consider managing these together.</p>

Which are the most effective pieces of coverage / publication partnerships to date?	Some of the most effective pieces of coverage to date include features in major media outlets like Forbes and prominent European food industry journals. These publications have helped elevate our brand visibility and credibility within the food innovation sector.
Does production of ads come into another work package or sit outside of this tender?	The production of branded content for press will fall under this WP, but paid media (social ads, google ads etc.) and campaigns falls under separate work packages.
Does Media Management work package need to include formatting and versioning?	Yes, some pieces might need formatting and versioning to be adapted to specific media or audiences.
Can you share a list of previous year's speaking events and those planned? With topics and speakers?	Please, feel free to check our events section on the website. Our main events in 2023 were: Annual Event, Venture Summit, Future of Food.
Who are the media-trained spokespeople already?	Our media-trained spokespeople include senior executives and key project leaders. These individuals are well-versed in media interactions and can effectively communicate our initiatives and messages.
Are there any priority regions?	No, particularly, but you can start your focus with Italy, Germany, Spain, Poland and Belgium.
Paid media: for which countries do you need a paid media plan?	We want a media plan that may include paid media options or branded content - please note that social media and digital ads (like google ads) falls under another WP-.
Do you have an existing media strategy?	At present, we have a broad outline of our media strategy but are open to refinement and enhancement as needed. We value expertise in this area to optimise our approach.
Do you have media messaging or will you require us to develop this?	we are open to collaborating on developing media messaging that aligns with our goals and objectives.
Who will draft press releases and other written materials?	we expect a collaborative effort in drafting press releases, leveraging your expertise and our knowledge.
What are your priority markets for media?	Targeting EU countries where we operate and have partnerships would be crucial. This includes countries with thriving food industries, strong research and innovation ecosystems, and a commitment to sustainable agriculture and food production. Mainly, a pan-European approach.
What existing media relationships do you have in & out of Brussels?	We have established relationships with media outlets both within and outside of Brussels, and we welcome the opportunity to expand and strengthen these connections.
Would you be interested in daily, weekly or other format of media monitoring?	We are interested in regular media monitoring, preferably on weekly or bi-weekly basis, to stay informed about our media presence and industry trends.
Will you require media training for your spokespeople?	We are open to providing media training for our spokespeople as needed to enhance their effectiveness in communicating our messages.

How many executives would we be profiling?	We anticipate profiling a select number of executives based on strategic objectives and media opportunities. We would expect the agency to support us in choosing who our spokespeople might be. As a ballpark we can currently say around 10, but this may evolve.
What are your successes to date? How would you like to improve your performance?	We have effectively used various media channels to amplify our message and reach diverse audience, resulting in a high media appearances. Notably, we recently appeared in the Forbes magazine. However, we aim to create a comprehensive media strategy that helps us optimise our actions, specify our focus in terms of media outlets and journalists and promoting partnerships with relevant media.
Is your focus more on earned or paid media?	While we value both earned and paid media, our current focus leans towards earned media. However, we are open to exploring opportunities in paid media where beneficial.
For paid media, do you already have any partnerships or campaigns?	Yes, we have some agreements with some media.
Do you have a dedicated budget for placement & partnerships?	We are open to discussing on this point
Do you already have a crisis comms strategy, or would we be starting from scratch?	While we have some elements in place, we would need to create a comprehensive crisis comms strategy.
What KPI targets would you expect to reach (including reach, ROI and advertising value)?	These KPIs must follow a thorough media strategy analysis and must be updated once that is in place. Our target is to achieve 1,000 media appearances annually. We entrust our chosen agency to collaborate with us in defining clearer targets, particularly focusing on Return on Investment (ROI) and Advertising Value Equivalency (AVE). However, our primary emphasis lies in precision targeting and establishing solid agreements with media outlets.
How many events are you planning to organise?	We participate in or organise a total of 12 events annually across Europe. These events include both fully organised events hosted by EIT Food and third-party events where we may have a booth or exhibit space. Please note that this count does not include speaker opportunities.
Do you have a dedicated spokesperson? Is she/he media trained? Which languages does she/he speaks?	We have several spokespersons sourced directly from the organisation staff, each uniquely suited to address specific topic or provide the needed expertise. CEO is also a good spokesperson.
Do you have already good relationships with the media?	Yes, we have established relationships with media outlets and journalists
What are the key markets (geographies) for you in terms of media & PR?	We are targeting a Europe-wide level and we can have a special national focus depending on project, topic or regional interest.
What are your biggest communication challenges?	Reaching such a wide and diverse audience, converting audiences, tracking impact of our work. Ensuring consistent messaging across different regions and cultural contexts in Europe.
Is there a specific type of journalist/media you would like your agency to focus on?	Targeting specialised food media as well as mainstream outlets would be beneficial. We would need to make a reflection on a media strategy

Which results would make you a happy client after 12 months of collaboration? What does success look like?	Increased media visibility and coverage around Europe, not only taking into account the quantity but the quality and stronger and closer relationships with media outlets and journalists
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2. Branding Services	
Question	Answer
Do we understand correctly that the EIT parent brand is undergoing brand changes and that the objective would be to translate those brand changes to EIT Food?	EIT Food has been through a transformative phase (i.e. a new missions-led approach), and the brand needs to reflect this transition while managing our association with EIT, our parent brand. In response to this need, a brand development programme started in 2023 which made recommendations on how to develop our EIT Food brand.
Could you specify what you mean by “delivering new brand architecture”? Does this imply also	We need to develop a framework for how we communicate the different programmes, activities and initiatives that make up EIT Food in context of one brand structure. This needs to accommodate market needs and manage the EIT association, to accommodate market needs with governance at the heart of the transition.
What do you mean by a ‘mixed structure’ and a ‘hybrid structure’ and transitioning from one to the other?	This refers to the brand architecture models. The current "mixed structure" which can be defined as a "branded house" model does not enable us to respond to market needs. The recommendation is to transition to a "hybrid" model over a phased period. This will accommodate the existing brand constructs being used, and enable collective value to be built.
Could you provide more info about the 2024/2025 organisational transformation?	We have launched a missions-led approach which builds towards our vision and our strategic approach by focusing our work in the areas where we can have a more significant impact to help transform the food system. These 3 missions are: Healthier Lives Through Food, A Net Zero Food System, Reducing Risk for a Fair and Resilient Food System. You can read more here: https://www.eitfood.eu/missions . We could provide more information on this to the select agency(ies).
What is the relationship between EIT Food and its parent EIT (European Institute of Technology) and other EIT's innovation communities (8 in total). Do they collaborate or is each a standalone? What's the relationship with the parent, i.e. EIT (e.g. do they oversee all activities or give each programme complete independence)?	We report to our main funder EIT and collaborate with the other innovation communities via joint projects and initiatives.

Can you tell us a bit more about the new brand architecture? Is it going to be spearheaded centrally by EIT or will EIT Food develop it independently? E.g. will EIT Food brand be linked to other EIT initiatives (e.g. EIT Urban Mobility) or will it be completely standalone?	The new brand architecture must take into consideration our relationship and association with EIT, our parent brand, and will be developed around EIT Food's own programmes and activities. The other EIT KICs (Knowledge and Innovation Communities) have their own programmes. Where there are two or more EIT KICs running a joint programme, this is done under "EIT Community" brand established by EIT.
Do you have any brand measurement in place at the moment? Will you share any benchmarks with us?	We will share with the selected agency(ies) all the brand insights from the brand audit last year, and we will work together to develop brand benchmarking metrics to benchmark our brand performance. We also a social listening tool which help us monitor our brand performance.

3. Internal Communications	
Question	Answer
Do you have internal tools and / or platforms in place at the moment that we need to be aware of?	We use a mix of tools and channels and these will be shared with the selected agency.
What are your three most pressing internal comms challenges currently?	This information will be shared with the selected agency.
Do you have an employer brand? If so, is that something you could share details on?	This is something to be yet developed.
Could you please share a list of internal comms content/processes you have in place which we would be supporting?	This information will be shared with the selected agency but it's the usual internal communication processes.
You mention intranet, Teams and other collaboration tools - are you able to share more details on your existing internal comms tech stack?	This information will be shared with the selected agency in more detail but it's the usual set of tools, such as intranet, internal staff meetings, emails, instant messaging tools, etc.
Do you have an agency supporting Internal Comms currently or is this a new brief/package?	We currently have an agency that is also partially supporting on internal communications.
Can you please confirm if the agency will be responsible for supporting internal comms across all EMEA regions and be responsible for localisation and translation, for example?	We do not require localisation or translation services as part of internal communications support within this RFP.
Who are the key stakeholders/teams that we'd be expected to work with across the programme? What is a typical sign-off/approval process for internal comms content?	This information will be shared with the selected agency but all internal communications will be funnelled through the internal communications manager who will be responsible for sign off.
Is there a requirement to work with your leadership team to help them communicate key company updates/initiatives?	All internal communications will be funnelled through the internal communications manager. The agency can be required to work with the leadership to deliver a training for example.
Is budget available to activate in local markets, to support key initiatives/strategic priorities?	This information will be shared with the selected agency.
How do you measure 'happiness' across your team?	This information will be shared with the selected agency.
Do you know what percentage of your team are already using AI tools? Do you have a preferred tool?	We do not have a preferred AI tool at the moment.

What percentage of your team are remote vs. connected to an office that they go to at least once a week?	Majority of our staff go to the office at least once a week.
Do you expect on site meetings for the internal communication package, if so, how often and on which site?	No, we do not expect on site meetings with the agency selected for internal communications package.
What is your intranet CMS?	SharePoint
Do you expect us to deliver consultancy on the choice of a CMS?	Not at this stage
Are you expecting the agency to also deliver internal events?	No. We may ask the agency for consulting support on internal events however.
How would the collaboration between the comms agency and the comms team of EIT Food look like?	The collaboration between the communications agency and the EIT Food communications team will focus on seamless execution through regular coordination, dedicated account management, timely delivery with quality control, proactive innovation suggestions, and ongoing performance measurement.
Do you currently use any digital tools in place or internal comms or any platforms for delivering communications such as newsletters, internal updates etc.	Yes, we use a mix of tools and channels and these will be shared with the selected agency.

4. Communication Policies & SOPs	
Question	Answer
Can you provide any detail on your employee make-up? I.e. approximate employee base per region, any demographic data etc.	This information will be shared with the selected agency.
Can you please outline, or just list/give an idea on, any comms policies and procedures already in place? Or is this something that will start from scratch?	Typical comms policies & procedures include: How to upload content to our website, how to track campaigns, how to run digital advertising on EIT Food channels, how to use the EIT Food brand etc. We already have comms procedures on our comms hub, but these would need updating, improving, shortening and there is a need for new procedures.
When your team receives requests for comms support, please can you share some examples of the types of enquiry/request? This is just to help us understand what the policies need to address	We get many requests to promote a certain activity, programme or event on our core channels, and sometimes to engage with third-party content. This goes from the social media channels to the website and monthly newsletter. Other social media requests are for paid advertising on these channels or to open new social media channels for different regional teams or specific projects. As well as promotional requests, we also receive a lot of questions on how to upload content e.g. to the website, YouTube or FoodHIVE. Community platform (FoodHIVE)-requests are mostly (operational) queries from members e.g. trying to reset their password. Finally, we also receive requests for comms data to understand the impact of content on our channels.

What employee feedback loops do you have in place already which may be something to utilise in measuring the impact of any work done in this package?	We use a customer relations platform to filter all comms requests from across the business. We can measure how many times a procedure has been read and measure how many requests we complete via this system. We also have regular meetings with our comms counterparts from across the business.
What would success look like here? I.e. in 6 months, what would you need us to have achieved together?	In 6 months, we would like to have teased out all the unclear policies and procedures/FAQs and created responses to these. We would like to have trained colleagues on any new policies that affect them. A positive outcome would be to already notice a drop in the number of requests received via our customer relation platform, meaning that our comms hub is being used before reaching out to us. We would like to have developed canned replies to the FAQs so that anyone can respond to questions easily.
Can we have access to the communications hub?	Yes, we will share this with the selected agency(ies)
Can we toolkit it?	We are not sure what this means exactly. We would like to keep all our policies and procedures in the same place.
Delivering trainings and onboardings: should this be done onsite and if so, on which site? Are travel costs included?	All fully remote. If any travelling is needed, expenses will be costed and managed separately and will be reimbursed upon presentation of receipts/invoices, in line with the EIT Food travel policy.
Can you share any existing policies & procedures?	Typical comms policies & procedures include: How to upload content to our website, how to track campaigns, how to run digital advertising on EIT Food channels, how to use the EIT Food brand etc. We already have comms procedures on our comms hub, but these would need updating, improving, shortening and there is a need for new procedures.

5. Data & Reporting	
Question	Answer
Away from GA4, do you use any other measurement or analytics tools we should be aware of?	We currently use Adverity for data visualization.
Will you be comfortable with the selected agency having access to GA4 and any other tools you may already use?	Yes, though of course we expect to discuss any structural changes before they are made.
What do you currently measure? I.e. unique web visitors, average web use duration etc.	We measure many metrics, dependant on the campaign or activity we are tracking.
You mention the need to develop reporting templates - who will these be seen/read by and what data / ROI will be key here?	It will depend on the circumstance. We plan to build reports/data visualizations for executive level reporting as well as campaign specific reports for colleagues/teams within the organization.
Are you looking for recommendations on how to measure the activity across the other work packages?	Yes, we are always happy to receive expert recommendations.

What are you measuring: Social media performance, website performance, etc.? Could you give a full list of the platforms you are tracking performance for?	LinkedIn, X, Facebook, Instagram, Websites, Salesforce, MailChimp are the current platforms, some teams are beginning to use TikTok as well. We do not want to be limited by any platforms and expect any data partner we work with to be prepared to assist us on any platform we may begin to use.
What tools are you currently using to track data? What about data visualisation tools?	GA4 & Adverity
What is the scope of the guidelines for the data management and data requests? What exactly do you mean by data requests? Do you mean primarily compliance with GDPR or did you have something else in mind?	This refers to internal requests for data and reports. We need to develop guidelines for how colleagues can request and receive data from our central team.
What do you mean by building an attribution model? Can you please explain further?	We mean the typical marketing attribution models used to determine which channels and messages have the greatest impact. We would expect the selected agency(ies) for this work package to understand such marketing terminology and act as experts in implementing this type of modelling.
What do you mean by 'data show & tells'?	Presentation of visualized data to senior management and colleagues

6. Campaigns

Question	Answer
There are 3 campaigns to be run. Are we as an agency, going to create and invent such campaigns or are we just going to promote campaigns created by the EIT Food or third parties?	We run approximately 3 campaigns per year - we kick-start the campaign in-house with a brainstorming session. We then decide whether we will build this into a strategy in-house or call on the support of an agency to help with the initial strategy stage. Most of the agency work is focused on implementation of the campaign across our channels. We adapt depending on the need, but would expect the agency to input into the creative process and then develop visuals, copy, content etc. working closely with our brand & comms team.
Within brand awareness raising - for example in the campaigns work package - is there a job to do around raising awareness among the general public? Both raising awareness of EIT Food but also the issues and challenges in sustainable food/AgriTech and other areas?	We work with the general public via our separate consumer-facing brand FoodUnfolded. EIT Food therefore does not need to raise awareness among the general public, but rather bring our public insight knowledge and learnings to our professional audiences and ensure the general public can have a voice in the food system. We are a facilitator of conversations, a convenor, an advocacy partner, a funder - we bring experts together to discuss the challenges and find solutions - we do not campaign to raise awareness of the challenges amongst the general public.

Will running paid campaigns be part of the Work Package 1 or 10?	There is an element of paid (media buying, sponsorship) in WP1, in WP 6 (campaigns) and in WP10 (Digital advertising - paid social, google ads etc.). We currently run these separately (except when developing cross-channel campaign strategies), but if you think these can be done together, please explain.
“Landing page development on EIT Food’s website” - would you typically be looking for a no-code solution, like HubSpot, or will you require a developer’s time?	This would be via our website CMS, CraftCMS. We work with our own developers and would not require a developer's time. We may want support with content and wireframe.
Can you share any campaigns which will be a focus for the next 12 months outside of Impact Campaign, CEO Campaign, and Next Bite?	There are currently no other campaigns planned. These campaigns were shared as examples.
What key campaign topics are we expecting for 2024/2025?	Campaigns around our opportunities for our community, around our missions-led approach, around our big events
Are there sustainability targets for 2025?	We work towards meeting the challenges identified by the UN SDGs. The Food System, and EIT Food, are uniquely placed to have an effect across a wide range of SDGs. You can find our strategic objectives, impact goals (aligned to the UN SDGs) and KPI targets in our Strategic agenda on the "About EIT Food" page of the EIT Food website.
What have you done with regard to campaigns on this year?	This year we are running three campaigns: Our CEO campaign, our Impact campaign and our Next Bite (event) campaign. The first is well under way, the others are in strategy phase.
Is there a priority landing page to drive traffic to?	Each campaign has a (or multiple) different landing page(s).
What CRM system is EIT Food’s website built on (for the production of a landing page)?	Quite sure they are referring to the CMS not the CRM (answer is same as line 145)
Should the campaigns be focused on any topics in particular?	Campaigns around our opportunities for our community, around our missions-led approach, around our big events
Are there any new channels you are considering incorporating into your strategy?	We are looking to run a digital channel strategy to decide on this.
Are there specific new audience segments you are interested in targeting or expanding into?	We aim to engage various stakeholders across the food innovation ecosystem, including but not limited to entrepreneurs, startups, researchers, academics, industry professionals, policymakers, investors, and consumers.
To what extent will we have the liberty to update or adapt the visual identity for the campaigns? Are there specific brand guidelines or constraints we need to adhere to, and how flexible are these guidelines in terms of design elements and overall aesthetics?	We have brand guidelines and always develop a campaign visual identity at the start of a campaign. We can be creative within the limits of our brand guidelines.
What level of creative freedom will we have in brainstorming and proposing ideas for the campaigns? Are you open to unconventional formats and out-of-the-box concepts, or are there specific boundaries and guidelines we should adhere to when developing campaign ideas?	Yes we are open to all out of the box ideas and concepts! We live and breathe innovation. We like to be involved in the brainstorming at the start of each campaign. We need to adhere to our digital channel strategy and our brand guidelines, but within those limits we can be as creative as we like.

<p>Could you share some details of a previous successful campaign?</p>	<p>Yes. You can check out #eitfood23 around our annual event last year, #FutureFoodMakers which launched in 2021 and #futurefood23 around our policy event last year. This year, one of our strongest campaigns is #RegenerateToAccelerate</p>
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7. Content Marketing Management

Question	Answer
<p>Which year is this referring to? "Deep-dive analysis, full-review of the year, full review of the insights to help evolve the strategy to include an updated implementation plan for 2025"</p>	<p>This refers to looking back at 2024 and make recommendations which will feed into the strategy for the upcoming year, in this case 2025.</p>
<p>Is the management of email marketing campaigns for the entire business, or just a select number of teams/campaigns?</p>	<p>Just for a select number of campaigns and our existing newsletter.</p>
<p>Is this based on EIT Food's current access to platforms or can we suggest new platforms? "Commission new assets such as copyright images, stock footage."</p>	<p>We already have access to some platforms, but we welcome other suggestions as well.</p>
<p>With regards to content production, would you want the selected agency to audit your current approach and content as part of this package of work?</p>	<p>Not at this point, but it might be something to consider in the future.</p>
<p>In terms of measurement and KPIs, are you looking for us to advise on the content levels - i.e. how much content is produced and when - or do you have a set of deliverables or targets you know you need to hit?</p>	<p>We do have targets and KPIs that need to be met, and we are constantly adapting by replicating what works best and changing what's less successful, incorporating trending formats to ensure we engage with larger audiences.</p>
<p>Do you have any information you can share on key themes your content needs to cover, or alternatively any areas you need to avoid? I.e. avoiding political commentary etc.</p>	<p>We have an editorial content calendar developed every year which is based on our three missions: Healthier Lives Through Food, A Net Zero Food System, and Reducing Risk for a Resilient Food System, our organisational priorities, awareness days and key external and internal events. This helps drive the content topics for all our channels. In terms of our approach, at EIT Food, we want to position ourselves as a credible authority in the food system, so our content should show all sides of an argument and encourage others to enter the discussion, trying to avoid sensitive or controversial topics. We don't want to be the "hero" of the story, but an enabler for conversation, and to be seen as a reputable source of information, trustworthy and accessible, including for policymakers, but we don't want to teach or educate anyone, and we do not comment on political matters.</p>
<p>Would it be possible to share any data on how your content is currently performing? This is just to help us understand where an agency would be starting from and we will then make recommendations in our proposal</p>	<p>There is no need to provide recommendations at this point. We will work you on specific tasks and we will share more details and insights then. You can have a look at our 2022 Annual Report: https://reporting.eitfood.eu/annual-reporting-data-2022 for more general information.</p>

Will the agency be working with several different clients across various areas of your organisation? Or is there a central client who oversees the content programme internally and helps to align and focus the content? Or is this role something you'd see the agency doing?	The selected agency(ies) will work with multiple stakeholders from inside and outside our organisation, including collaborators, to commission, draft, edit, or review content. In the Brand and Communications team, our Brand and Content Manager develops an annual editorial calendar to support with the content planning for our corporate channels: blogs, social media, etc. At the same time, each team manages the content on their own channels, ensuring it is in line with our missions and organisational priorities. From Brand and Communications we support the different teams across the organisation with different requests to help them achieve impact.
What email marketing tool do you use?	Mailchimp
What CMS do you use currently?	CraftCMS
Do you do any inbound marketing, using software like HubSpot or marketing cloud?	No.
What is the budget for "Commission new assets such as copyright images, stock footage" - are you limited to existing platform / i.e. Shutterstock membership?	We do not have a specific budget margin for this RFP and the winning tenderer will be selecting based on the Evaluation Methodology and Criteria indicated in 6.9 of the RFP, including the price or total cost of the services. WE are not limited to existing platforms.
What is your current digital asset management solution?	SharePoint for images and iCloud for videos.
Do you already have fixed creative agencies which would do specific parts of the content creation (if yes, which parts)? Could we also work with our pool of creative agencies when needed?	We currently work with an agency and with collaborators for content development in general: blog articles, press releases, op-eds, social media and more. Yes, you can, but we will be working directly with you, and not with the creative agencies that you work with.

8. Audiovisual Production & Editing	
Question	Answer
Video channels most commonly used: social media platforms, website, event screens?	Social media, website (via YouTube embed), screening at events.
Have you got spokespeople happy to speak on camera?	Yes, and most of our video content features our food innovation community of entrepreneurs, producers, corporates, researchers, experts, learners, policymakers. See an example here: https://www.eitfood.eu/about-us
Do you have an indication of how many videos you would like produced over the course of the upcoming year?	It can be around 5 - 15 videos a year, considering the shorter videos for social media, but it very much depends on the footage that we get from teams and different stakeholders, if we want to use it to address certain topics and create mini campaigns. We do have a lot of footage already, and most of the work will be around editing them to create engaging assets which helps sparks conversations and engage with our audiences.

Do you foresee many of these videos requiring a video shoot? Stock footage? Animation? Can you give an indication of scale for each?	Stock footage is going to be an exception. We already have a lot of footage which can be used to create videos.
Should there be many video shoots to be done in person, do you foresee them being mainly in Brussels or across Europe?	Across Europe, but there won't be a need to travel to different locations. This will be rather the exception. We work with local videographers whenever possible.

9. Graphic Design

Question	Answer
The package states that it includes print production. Could you confirm that this includes full print production management (sourcing print suppliers, liaising with them, arranging delivery of print)? Or whether this is the provision of print ready files	Print production for graphic design refers to preparing files for print, in a format which has all the specifications necessary to produce high-resolution printed output, without requiring any additional changes.
Tight and urgent deadlines are mentioned. Can you clarify if there is an expectation that delivery will be required outside of core business hours (9am-5.30pm)?	All work should be delivered within core business hours.
You mention fast turnaround deadlines, which we are used to - but could you give an example of a scenario like this? I.e. what kind of design and how tight a deadline would we be working to at the busiest possible period, for example	Examples of tight deadlines can be: come up with an idea for an asset for a social media post (unplanned) and design it within 2 days, or creating a PowerPoint template within a week.
Do you already have brand guidelines in place or is this something you'd be looking to the agency to develop?	Yes, we do, and our guidelines follow the EIT branding guidelines, our parent brand.
What, if anything, are you looking to change or develop in your content design?	We want to create on-brand engaging assets for our different channels, including Canva templates to be used by colleagues and participants from our projects.
Do you have an in-house designer or design team the agency would be working alongside, or would we be this team for you?	We don't have an in-house graphic designer. The agency will support us along with external collaborators.
Are there any organisations or brands you respect / like / love the brand look and feel for?	What we try to move away from is a corporate style, and incorporate trending designs, and impactful visuals which resonate with our professional audiences and show that we are an innovation community.
For the templates, which program/s do you normally use to design content (Canva, Illustrator, Photoshop...)?	We use Canva for creating templates.

10. Digital Advertising

Question	Answer
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What areas of EIT Food are the main focuses for digital advertising. E.g. funding calls, fellowship/course applications etc.? Do you have any internal targets relating to these areas?	We are currently looking to rethink our digital advertising strategy. Currently, we run always-on advertising to boost engagements and visibility. We are now looking to drive people to sign up for funding, become partners and download some of our policy reports. In short, we are more focused on driving conversions than discovery or simple engagement. Yes, we have KPIs (engagements, website visits, leads) to meet.
You mention a wide range of channels in the RFP, can you share any insights on which channels have been most effective for you in the past for which kinds of initiatives?	Given our professional audiences, our advertising tends to be most successful when very targeted and on LinkedIn. We are looking to improve our strategy to prove ROI and increase knowledge of EIT Food as a funder, a convenor and an advocacy partner.
Related to the above Q, have you had any particular challenges which you would like your new agency to address?	Not particularly, though detail on areas for improvement would be a conversation we will have with whatever partner/agency we select.
You mention that 'as a matrix organisation, we have multiple agencies running ads across our channels'. Is the intention for that to continue or is this work package designed to consolidate and have one agency managing all digital advertising campaigns going forwards?	We are currently evaluating exactly that - whether to continue allowing all teams to run their ads individually or to have one agency managing all. We would like strategic advice and guidance in this area.
Are ads going to be paid initially with Pragmatika's credit card or do you have a particular tool/system to cover the cost?	We run ads within our accounts and using EIT Food's credit card.
Could you please share the key markets you'd need the ads to cover?	Mostly Europe though we do have campaigns that target other markets.
How does the scope of this package differentiate from the paid media elements requested in Work Package 1?	This WP focuses on paid social, google ads whereas WP 1 focuses on press (sponsored articles, media buying etc.)
What attribution model do you use?	This is something we are currently developing and may work with an agency to define.
What is average media spend per channel, per month?	This changes each year depending on objectives and campaigns.

12. Social Media

Question	Answer
What social media listening tool do you currently use? Is this the same tool you use to manage scheduling? If no, please let us know what tool you use.	We use Talkwalker for social media listening, and SproutSocial for scheduling.
Who is currently responsible for managing your social media presence?	Our Senior Digital Communications Officer
What role does the presence of your leaders on social currently play in your strategy?	We provide training to senior management on their social media presence and work closely with our CEO on his. Leadership's social media presence is important for EIT Food's digital strategy, and we are currently working on a plan to have them become ambassadors for EIT Food. We are also working on an executive profiling project for selected members of our leadership team.
Is there a brand that you admire on social media? What is it about their presence/content that you admire most?	EUFIC, FAO, WEF - assets and impact

Are you able to share your list of changemakers with us?	We will share these with the selected agency(ies)
Do you have a budget to pay influencers or do you typically achieve earned engagements?	We do both.
What would you say has been your most successful and least successful influencer engagement this year and why?	What we want to achieve with our changemakers (influencer) strategy is to identify important and influential stakeholders within the food sector who have the expertise, authority and influence to help us communicate our missions, drive impact, and build our reputation. We have had instances where we have connected with a changemaker organically asking for their view, and they have then gone on to publish a blog about our content to provide their insights and views. We have had instances where changemakers have used our content on their own channels or spoken about EIT Food organically. Paid hasn't really worked for us so far because our Changemakers are so niche and are professionals in the food system (not professional influencers).
Who are the internal champions for accelerating LinkedIn company strategy?	We run an executive profiling project with selected members of our leadership team and some of our staff are very active on LinkedIn and have a great network that engages with their content on a regular basis. We provide toolkits for colleagues as part of our campaigns too. We would like to further develop an employee ambassador programme.
Do you have spokespeople for Lives / online events etc?	It would depend on the topic. We have specific trained spokespeople across the organisation.
What are primary goals? (e.g. leads, awareness etc)	We are looking to build reputation, grow relationships and influence revenue (ROI). We have a very high engagement KPI that we need to meet each year and we focus on awareness and leads too.
Do you already have a social media strategy in place?	Yes, our strategy is focused on storytelling and substantial content, leaving all content with CTAs, events' promotion, etc. for paid advertising, which is much more targeted.
Do you carry out only organic social media activities or also paid promotion? If paid promotion on social media is expected, would this be a different line of budget?	We also carry out paid, as it is our preferred option to communicate about events' registrations and any other activity that include a call to action because it is more targeted, more direct, more effective than organic. On EIT Food's core channels, we do always-on digital advertising on LinkedIn, META (Facebook) and Google – we recently stopped on X (Twitter) due to controversies, and for this, we do have a different line of budget.
Do you have access to a social media management tool? Would this type of tool be provided, or should the supplier provide it?	We have a subscription to SproutSocial for scheduling, as well as Talkwalker for social media listening. We also use Canva for visuals. We can provide agencies access to them.

<p>What is the approval process within EIT food for SM content and campaigns?</p>	<p>For organic SM content we have a monthly calendar which is reviewed and discussed regularly at different stages: first there is a sketch of the content skeleton based on our Editorial calendar and the topic(s) we want to cover that month. Once approved, we start sourcing the info and materials from different teams / our databases, drafting the copies and producing the assets. Final step is to schedule everything or post manually, depending on the needs. This is done around 1.5 months in advance. For paid SM there is a process in place in which agencies need to fill in various forms for us to see and approve the messages and the visuals before giving them access to our ads accounts in different platforms. We always require agencies to do the campaigns in our platforms, but the payment details need to be inserted by whoever is running the campaign. For Campaigns, we also have a process in which the team submits their request to the Campaigns team, who then organises a brainstorm to collect ideas, transfers everything to a Comms strategy that is then shared to the relevant team / colleagues for sign-up before going into action mode with a selected agency.</p>
<p>What is your approval process for social media posts before they are scheduled? How much lead time do you require for content review and approval?</p>	<p>We would like to develop this process with the selected agency(ies).</p>
<p>How often do you expect new content to be published on each platform?</p>	<p>It varies, but approximately 20 X posts, 4 Facebook posts and 8 LinkedIn posts per month.</p>
<p>You mentioned the frequency of content as “Approx 9 posts per week across 3 platforms – Li, Fb, X”, can you confirm this means 3 posts per platform? Or did you mean 9 posts per platform?</p>	<p>We mean across platforms, but it's not done evenly and varies a lot : 1 X posts per day, 2 - 3 LinkedIn posts per week and 1 Facebook posts per week.</p>
<p>Are there any constraints or limitations we should be aware of?</p>	<p>We don't do advertising on X anymore, and we don't post too frequently (twice a week on LinkedIn, 1 / 2 times per day on X, max 1 / week on Facebook) because we put quality over quantity, and we have seen that this favours the algorithm. We also avoid resharing on LinkedIn as we have seen it doesn't work, and we have recently stopped live-tweeting at events and started having only takeaways posts at the end on LinkedIn, as this has proven much more efficient.</p>
<p>Can you provide more information on your social listening tool?</p>	<p>Talkwalker.</p>
<p>What are your expectations for reactive content in response to social listening insights?</p>	<p>We do at the moment respond to all comments and DMs and posts where we are tagged, and find conversations to promote in comments our funding opportunities, etc. so we are reactive, but we would like to be more proactive and find relevant policy conversations and jump in the right debates at the right time more often.</p>

What specific trends are most relevant to EIT Food's social media strategy?	We don't have one specific trend, but we like to keep our eyes open to these and make sure we include them in our posts sometimes (i.e.. "how it started vs how it's going" to show the progress of our startups thanks to EIT Food's support).
How quickly do you expect responses to replies and comments?	We do daily community management and aim to reply within 2 days max.
How is the changemaker list currently managed, and what are your expectations for its maintenance?	We currently use an excel database but would like to move this to salesforce.

13. Community Growth & Commercialisation

Question	Answer
What commercialisation opportunities have already been discussed for FoodHIVE, if any, beyond memberships?	We have conducted research into various commercialisation options for the platform) and concluded that "memberships" is our preferred option. However, this doesn't rule out other commercialisation routes completely. If other commercialisation options are proposed and deemed viable, they can be explored.
Is there a specific financial modelling structure you have agreed for FoodHIVE membership already or looking for recommendations on this?	We have worked on a membership structure with benefits tied to each tier/level, but have not yet fully defined the financial aspects, such as pricing.
Can you provide additional information/links/documentation to provide a bit more clarity on this work package?	FoodHIVE is our private, digital community platform gathering all members from the EIT Food community. Within this online platform, members can read updates from EIT Food and the wider food system, find and register for our events, network with other members, etc. In 2024 and beyond, we would like to further grow and expand this platform by improving the experience for current members, as well as opening the platform to non-EIT Food community members (paid access only) to commercialise it. FoodHIVE runs on Hivebrite, a software solution that specialises in community engagement, and they carry out the development of new features. That means the support we need for FoodHIVE is not development-related (e.g. coding), but ensuring these (new) features work for our audience. For example, a mentoring-matchmaking feature is available, but we have not yet launched it for our members.

14. Consumer Observatory Communication & Media Lead

Question	Answer
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<p>Is this just for Consumer Observatory? "The selected tenderer will need to meet specific KPIs for this work package, set at the start of the project. When applying for this work package, please indicate the KPIs and results you would expect to achieve per year through your work.</p> <p>The tenderer can also propose other KPIs that will contribute to monitoring progress."</p>	<p>Yes.</p>
<p>Can you provide any inclination regarding budget and metrics?</p>	<p>Work Package 14 has a total budget available of 257.000 EUR. 57.000 for 2024 (September through December) and 200.000 EUR in 2025. The selected tenderer will need to meet specific KPIs for this work package, set at the start of the project. When applying for this work package, please indicate the KPIs and results you would expect to achieve per year through your work. Some example metrics are in a table in the RFP document under this work package.</p>

15. Event Management	
Question	Answer
<p>What does success for events look like to you over the next 1-3 years? I.e. Outside of securing attendees, what are your main goals for events?</p>	<p>Success for events for us means creating opportunities for meaningful engagement and networking opportunities, influencing industry trends or policy discussions, supporting the advancement of the sector by knowledge sharing and education and, above all, positioning our brand as the leader in food innovation.</p>
<p>Do you have more third-party events that you exhibit at?</p>	<p>We participate in or organise a total of 12 events annually across Europe. These events include both fully organised events hosted by EIT Food and third-party events where we may have a booth or exhibit space. Please note that this count does not include speaker opportunities.</p>
<p>Do you want us to generate event opportunities or create new events from scratch?</p>	<p>No, we are not interested in new opportunities, but maximising and facilitating the events we are already undertaking.</p>
<p>Are these events held across the whole of Europe? Or are they primarily held in Brussels near your primary HQ?</p>	<p>Our events are held across the whole of Europe. While Leuven, being our primary HQ, hosts several key events, we ensure a broad geographic spread to engage with diverse stakeholders and address regional food innovation challenges effectively.</p>
<p>How many events do you plan to organise?</p>	<p>We participate in or organise a total of 12 events annually across Europe. These events include both fully organised events hosted by EIT Food and third-party events where we may have a booth or exhibit space. Please note that this count does not include speaker opportunities.</p>

What format and size?	Our main event, Next Bite, aims at +500 participants and has a summit format.
What is your target audience for these events?	Target audience will depend on theme and focus of each event. We aim to engage various stakeholders across the food innovation ecosystem, including but not limited to entrepreneurs, startups, researchers, academics, industry professionals, policymakers, investors, and consumers.
Do you have any specific goals to achieve with these events?	Each event will have specific goals aligned with our broader objectives, from facilitating networking and collaboration, showcasing innovation, providing knowledge to catalysing innovation and influencing the sector
How much there will be in the scope?	Events may range from booth at third-party events to large-scale exhibitions, always covering topics such as food innovation, sustainability, entrepreneurship or consumer education
Do you expect an offer only for event management or you want to see preliminary estimation for third party services (for example catering, technical equipment, branding production, etc.)	While we primarily seek support for event management, we are open to receiving preliminary estimations for third-party services such as catering and other logistical needs.