

# Request for Proposals

## **Executive Search, Recruitment and Leadership Development Services Framework**

### **EIT Food – Making Food Innovation Happen**

Knowledge & Innovation Community on Food,  
part of the European Institute of Innovation and Technology (EIT)

17/03/2023

<http://www.eitfood.eu>



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# 1. Overview of EIT Food

EIT Food is one of eight Innovation Communities established by the European Institute for Innovation & Technology (EIT), an independent EU body set up in 2008 to drive innovation and entrepreneurship across Europe.

EIT Food is the world's largest food innovation community, creating connections right across the food system. Supported by the European Union (EU), we invest in projects, organisations and individuals which share our goals for a healthy and sustainable food system.

We have built a unique not-for-profit business to carry out transformative programmes in skills, education, entrepreneurship, start-up investment and communications. We deliver these programmes with our partners to create a culture and build a community which sees the long-term value in the food innovation we fund through open, competitive calls.

EIT Food is structured as a Belgian "international non-profit association" ("internationale vereniging zonder winstoogmerk – IVZW") based in Leuven, Belgium, with five regional offices, or "Co-Location Centers" (CLCs) established in Reading, Warsaw, Madrid, Leuven and Munich. Our teams are deployed in Belgium, Germany, Spain, Poland and the UK, with additional people in France and the Netherlands. We are working through an organizational transformation programme to create a blueprint for the future of EIT Food, and to give ourselves the opportunity to attract and retain talent across Europe.

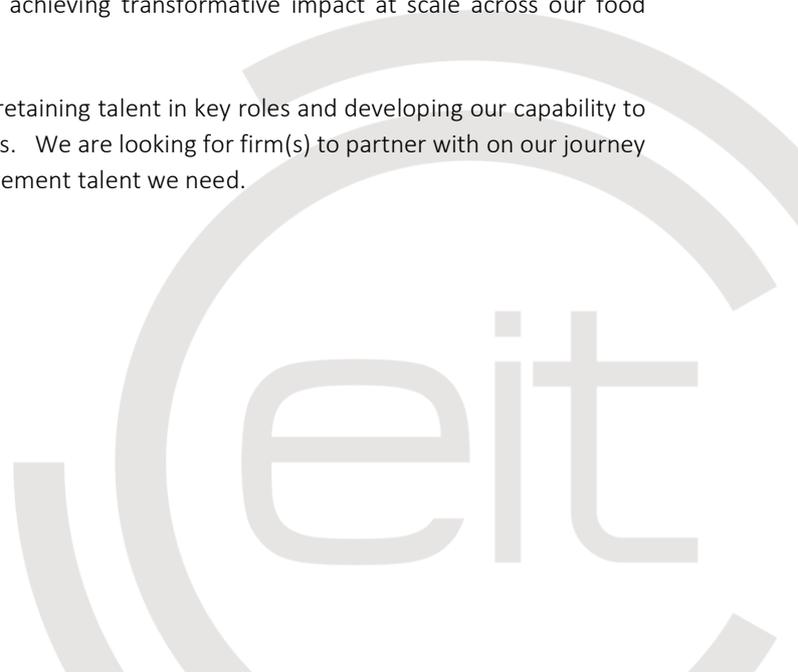
For more information about our organisation please visit the following website: [www.eitfood.eu](http://www.eitfood.eu)

# 2. Purpose of this request for services

Our team across Europe deliver a range of innovation activities, from running start-up accelerators and education courses, to funding long-term innovation programmes that aim to change Europe's food system. As an organization, we have been through a period of significant change over the past year, as we look ahead at our future where we aim to central to Europe's food system transformation. This requires us to embrace collaboration across our teams in EIT Food, transform our partnership, change the way we finance our work, all underpinned by a dynamic leadership capability.

As part of this journey, we initiated an organizational transformation programme in 2022, and are now in the implementation stage of a new blueprint and leadership structure. This transformation takes us from an organization set up to distribute grant funding to a small group of partners, to an integrated organization, aligned around our [three missions](#), focused on achieving transformative impact at scale across our food systems.

Key to our success is attracting, developing and retaining talent in key roles and developing our capability to attract talent outside of our Belgian headquarters. We are looking for firm(s) to partner with on our journey to attract and develop the leadership and management talent we need.



## Service Outline

This request for proposals outlines 4 work packages, covering:

1. Executive Search
2. Recruitment
3. Interim services
4. Leadership Development.

EIT Food IVZW is looking to sign a Framework agreement with a firm or firms that will be capable of providing some or all of these services to EIT Food. EIT Food expects the selected firm(s) to become long-term partner(s), supporting us to recruit, develop and grow that talent we need.

Once selected under the terms of this framework, successful tenderer(s) will be invited to complete specific projects and activities, as required by EIT Food.

## 2.1. Scope of Services

The services we required are outlined in the four work packages below. Your response should address each work package separately, you may respond to one, several or all of the work packages.

### Work Package 1: Executive Search

Enabling EIT Food to attract talent across Europe for C-Suite and senior leadership roles. Your proposal should describe the approach you take to Executive Search and how this is aligned to the needs of EIT Food as a multi-country European not for profit organisation. The service should include but is not limited to the following:

- Understand the leadership needs of the organization, develop role outlines and leadership capability profiles.
- Developing the search profile, supporting brand positioning, developing a job description.
- Run searches for leadership roles, with country-specific criteria as required.
- Screen and evaluate candidates, interviewing, and supporting EIT Food with a structured evaluation process.
- Hiring process support, including negotiation, contract support, reference checks etc.
- On-boarding planning.

### Work Package 2: Recruitment

Recruitment of managerial and team roles, covering all functions of EIT Food. For example, team managers to lead a team of project managers who support our Innovation portfolio, or specialists in areas such as think tanks, EU funding programmes, or our Missions.

The service should include but is not limited to:

- Requirements analysis, understanding our overall needs and specific requirements for vacancies.
- Sourcing candidates across our countries of operation, including promoting roles through appropriate channels for the countries we operate in, and on platforms such as Euractive and Eurobrussels for relevant roles.
- Screening, including interviewing, and shortlisting.
- Co-ordinating interviewing with EIT Food hiring managers and HR.
- Negotiation and contract finalization.
- Onboarding initiation, supporting EIT Food and each candidate to set up the role for success.

## Work Package 3: Interim Services

Sourcing interim management and leadership roles for fixed term assignments. Given the nature of our work as an EU-funded grants agent, a demonstrable ability to source interim candidates with experience within the Horizon Europe or similar programme environments is very valuable, as this materially improves the ramp up time. We expect to require two types of interim services. Note, the examples below are for illustration only.

- 1) **Interim role cover** (for example an Interim Net Zero Mission Lead, or Interim HR Director)
- 2) **Fixed term project roles** (for example, Organisation Transformation Programme Lead).

The service should include, but is not limited to:

- Requirements analysis and project scoping for interim services.
- Sourcing interim candidates across our countries of operation, with capabilities for interim role cover, and fixed term project capabilities.
- Screening and shortlisting.
- Co-ordinating interviewing with EIT Food hiring managers Advising on best contracting options for candidates in different countries.
- Contracting and role initiation.

## Work Package 4: Leadership Development

As we implement our new organisational design, we want to build leadership capability throughout the organisation. We need to understand the leadership development needs of the organisation, develop appropriate training and development, and assess progress.

This service could be deployed to:

- 1) The C-Suite: The CEO, plus their directs:
  - a. Chief Operating Officer
  - b. Chief Partnership Officer
  - c. Chief Impact Officer
  - d. Chief Commercial Officer
  - e. Chief Communications and Brand Officer
  - f. Chief of Staff
- 2) Senior leaders in the organisation. There are approximately 15 Director-level roles in the organisation who would be included in some or all of the services below.

The service should include, but is not limited to:

- Leadership assessment, development needs analysis, personalised leadership development plans.
- Training and development programmes, aligned to identified needs.
- Coaching services. One on one, or small group coaching aligned to professional development and maximising leadership potential.
- Succession planning support.

## Language and Premises

EIT Food is a diverse European organisation, with English as our common language. The selected firm(s) shall be expected to undertake work in English, and will benefit from demonstrable local language capabilities in countries including but not limited to Belgium, Spain, France, Germany, Poland, Italy and the Netherlands.

The selected firm(s) must have a legal entity in one of the above countries, for the purposes of commercial transactions with EIT Food IVZW.

## 2.2. Term

The term of the Framework Legal Services Agreement shall be 3 years from the date of signature, with possible annual extensions, up to a maximum total duration of 5 years.

# 3. Proposal Process

## 3.1. Participation

Following market research conducted by EIT Food, participation in this Request for Proposal is open. This document will be published on our website from the publication date to the deadline date.

## 3.2. Submission of proposal

	Date
Publication of the Request for Proposals	17/03/2023
Clarification calls	24/03 or 27/03
Deadline for submitting proposals	31/03/2023
Intended date of award notification	04/04/2023
Intended date of contract signature	06/04/2023

### Proposal Response

The proposal shall contain a “Service Response”, a “Team Outline” and a “Financial Offer”.

#### Service Response:

The Service Response should be written with the following structure/chapters and should at least include the tenderer’s proposal on the following topics:

1. Identification and overview of the tenderer. Including a named point of contact, your registered address and an overview of your company.
2. Alignment to EIT Food. Your perspective on our needs, and how you will partner with us to fulfil them.
3. Table summarizing the work packages you are responding for:

Work Package	Response (Yes/No)
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WP1: Executive Search	
WP2: Recruitment	
WP3: Interim	
WP4: Leadership Development	

4. For each work package separately:
  - a. An overview of the service you provide to deliver the work package, specifically articulating how you can draw on a talent across Europe for work packages 1, 2 and 3.
  - b. Your approach or method for delivering the service, articulating how you would work with us, which stakeholders you would expect to work with,
  - c. At least one relevant case study, showcasing your work and alignment to the organizational requirements of EIT Food. A maximum of three case studies or examples per work package.

**Team outline:**

For each work package, outline the team who would provide this service for EIT Food. Your team outline should include the following:

- An overview of the people who would support EIT Food for this work package.
- High level experience summary for your team members.
- Rationale for the team.
- Designated initial point of contact.

**Financial Offer**

In order for EIT Food to make a financial comparison, we are requesting that you describe how your services are priced for each work package in a “Pricing Approach”, and to complete a pricing scenario.

Pricing approach

The Pricing Approach should cover the following for each work package:

- Overview of your approach. This should clearly articulate the basis for your fees, such as fixed fee, percentage, day rate etc, and how this is applied to an assignment.
- Detail of the pricing calculations. How your fees are applied, with examples. This should articulate any volume or value-based reduction in rates or fees.
- Rate card (if appropriate): For hourly or day rate based services, a rate card showing the rates for each role or personnel level involved in delivering the service.

Pricing Scenario

For each work package you are applying for, you must provide a worked example using the scenarios defined in Annex 1, “Pricing Scenarios”. You may provide this information as a spreadsheet or tabular form, with annotations and descriptions as required.

**Financial Offer Conditions**

The fees offered for an individual assignment under the framework must remain within the rates given in this request for proposals. During the period of the Executive Search, Recruitment and Leadership Development Services Framework, commission percentages or fees will be reviewed annually. Time-based rates will be reviewed annually, and may be indexed on annual basis based on the Belgian consumer price index, if mutually agreed, and in line with the overall value for money requirements of EIT Food’s funder(s).

## Proposal Submission:

Responses may be submitted in Microsoft Word or Powerpoint format, either natively or as a PDF.

Responses should be concise and clear. The tenderer's proposal will be incorporated into any contract that results from this procedure. Tenderers are, therefore, cautioned not to make claims or statements that they are not prepared to commit to contractually. Subsequent modifications and counterproposals, if applicable, shall also become an integral part of any resulting contract.

The tenderer confirms that the individual submitting the natural or legal entity's proposal is duly authorized to bind its entity to the proposal as submitted. The tenderer also confirms that it has read the instructions to tenderers and has the experience, skills and resources to perform, according to conditions set forth in this proposal and the tenderers' proposal.

Proposals must be emailed in **English** to the following address to by the deadline of 17:00 CET, on Friday 31<sup>st</sup> March 2023:

**Contact name:** for the attention of Mr. Hector Romero Ortega

**E-mail:** [procurement@eitfood.eu](mailto:procurement@eitfood.eu) AND [hector.romero@eitfood.eu](mailto:hector.romero@eitfood.eu)

## 3.3. Validity of the proposals

Tenderers are bound by their proposals for 30 days after the deadline for submitting proposals or until they have been notified of non-award. Successful tenderer(s) must maintain their proposal for a further 15 days to close the contract.

## 3.4. Eligibility of the proposals

Proposals not following the instructions of this Request for Proposal may be rejected by EIT Food.

## 3.5. Requests for additional information or clarification

In case the tenderers require additional information or clarifications, these should be addressed to:

**Contact name:** Mr. Hector Romero Ortega

**E-mail:** [hector.romero@eitfood.eu](mailto:hector.romero@eitfood.eu), [procurement@eitfood.eu](mailto:procurement@eitfood.eu)

Clarification questions to be addressed no later than 27/03/2023 at 09:00 CET.

EIT Food has no obligation to provide clarification.

## 3.6. Costs for preparing proposals

No costs incurred by the tenderer in preparing and submitting the proposal are reimbursable. All such costs must be borne by the tenderer.

### 3.7. Clarification related to the submitted proposals

After submission of the proposals, they shall be checked if they satisfy all the formal requirements set out in the proposal. Where information or documentation submitted by the tenderers are or appears to be incomplete or erroneous or where specific documents are missing, EIT Food may request the tenderer concerned to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit.

All communication between EIT Food and tenderers is only possible in writing, all requests will have to be done by e-mail. Any general clarifications will be shared with all tenderers.

### 3.8. Negotiation about the submitted proposal

After checking the administrative compliance of the tenderers, EIT Food reserves the right to negotiate the contract terms with the tenderers. In this negotiation EIT Food may ask all tenderers to adjust the proposal or specific sections of the proposal within an appropriate time limit. In case of negotiation, EIT Food shall provide further information about the proceedings and timing.

### 3.9. Evaluation of proposals

The quality of each proposal will be evaluated in accordance with the below mentioned award criteria. The award criteria will be examined in accordance with the requested service indicated in Section 2.3 of the document.

**Award criteria:**

Each work package will be evaluated independently, a successful applicant will be awarded specific work packages, which may be some or all of the work packages submitted in their proposal.

The proposals will be evaluated as follows:

Criteria	Description	Maximum Score			
		WP1 Exec Search	WP 2 Recruitment	WP 3 Interim	WP 4 Leadership Development
Company profile	Relevance of company profile to EIT Food as an organisation.	10	10	10	10
Proposed services	Capacity to provide the services, covering the scope of the work, geographic engagement capability, demonstrable network (as illustrated through clients / candidates placed), and the relevance of reference case studies or examples.	30	30	30	30
Team profile	Rationale for selecting your core team, core team / account manager profile alignment to EIT Food’s needs. Capability of broader team.	40	30	20	30
Value for Money	Pricing structure, as applied to the scenarios provided. If firms present different pricing approaches, EIT Food will do best fit analysis to compare like for like. The lowest offered unit price shall receive the highest score; the score for other offers shall be calculated in relation to that in linear equation for that function level.	20	30	40	30
<b>Total Maximum Score</b>		100	100	100	100

The outcome of the award procedure will be communicated in writing (via e-mail) to the successful and unsuccessful tenderers.

### 3.10. Signature of contract

Please refer to Annex 1 for the template Framework Service Agreement that shall apply to this procedure. The initial duration of the contract is three years with a possibility to extend the contract by a maximum period of one year up to two times (the maximum contract duration shall not exceed 5 years).

Any changes desired by the tenderer in the provisions contained in the body of this Framework Service Agreement must be communicated to EIT Food as part of the proposal of such tenderer. Any such changes will be considered as part of the evaluation of the proposal of each tenderer.

Within 5 days of receipt of the final version of the Framework Service Agreement from EIT Food, the winning tenderer(s) shall sign and date the digital contract and return it to EIT Food. Upon receipt, EIT Food shall countersign and return one signed copy of the contract to the winning tenderer.

### 3.11. Cancellation of the proposal procedure

In the event of cancellation of the procurement procedure, EIT Food will notify tenderers of the cancellation. In no event shall EIT Food be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of a proposal procedure, even if EIT Food has been advised of the possibility of damages.

### 3.12. Ethics clauses / Corruptive practices

EIT Food reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the Contract, EIT Food may refrain from concluding the Contract.

The tenderer shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests'). The supplier should immediately inform EIT Food if there is any change in the above circumstances at any stage during the implementation of the tasks.

### 3.13. Annexes

*Annex 1: Pricing Scenarios*

*Annex 2: Framework Services Contract template (Attachment)*

*Annex 3: Declaration on honour (absence of conflict of interest) (Attachment)*

## Annex 1: Pricing Scenarios

Pricing calculations for the following scenarios must be completed for each work package you are applying for. The numbers may be presented in spreadsheet or tabular format, either within your proposal, or as an annex. Your response should articulate what fees are incurred, the basis for calculation, and also show when fees become payable within the process.

### **Work Package 1: Executive Search.**

Recruitment of a member of the Executive Board (C-Suite). The role is advertised in 3 countries (Belgium, Spain, Germany), and is offered to a candidate in Spain. Their base salary is €160k, with a 15% performance related annual bonus plan, and a benefits package worth €15k.

### **Work Package 2: Recruitment.**

Recruitment of three manager level roles for a newly funded programme of work. The managers will be responsible for a €5m portfolio of innovation work, related to sustainable food systems, delivered under the terms of Horizon Europe funding.

The managers can be recruited in any of our operating locations, and will be offered salaries based on experience. The recruitment campaign is run across multiple platforms and channels.

Following the process, we hire the managers as follows:

- 1) Manager A, hired in Poland on a basic package of €60k, with 20% performance related bonus, and a benefits package of €5k.
- 2) Manager B, hired in Spain, on a basic package of €70k, with 10% performance related bonus, and a benefits package of €10k.
- 3) Manager C, hired in Belgium on a basic package of €80k, with 15% performance related bonus, and a benefits package of €10k.

Please articulate the case for Manager C, both as a permanent employee and as if they are hired on a fixed term 2 year employment contract.

### **Work Package 3: Interim.**

Recruitment of an Interim Operations Director. 9 month contract, with option to extend for a further 3 months.

Please outline how your pricing for:

- a) The candidate is employed on a fixed term employment contract, on a basic salary of €100k, pro-rated for 9 months (€75k).
- b) The candidate works on a daily rate through a company, at €600 per day, up 150 days in the 9 month period, and 200 if extended.

### **Work package 4: Leadership Development**

Please outline pricing for the following:

- a) Leadership development needs assessment: EIT Food will have 7 “C-Suite” members, and approximately 15 directors / senior managers with a high level or leadership responsibility. These

people are distributed across our locations, with around 40% based in Belgium, and 60% elsewhere. The team is a new configuration and has had minimal leadership training to date.

- b) Leadership development programme: For standard programmes, please outline the cost per participant.
- c) Leadership coaching: Hourly rate for coaching services.

END

