

ECMWF Copernicus Procurement

Invitation to Tender



Copernicus Communication Services

Copernicus Climate Change Service

Copernicus Atmospheric Monitoring Service

Volume II

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1. Introduction

The European Union's Copernicus Earth Observation programme is a user-driven programme which provides [six free-of-charge operational services](#): Atmosphere, Marine, Land, Climate Change, Security and Emergency.

The Copernicus programme collects environmental information from [in situ systems](#) such as ground stations, which deliver data acquired by a multitude of sensors on the ground, at sea or in the air, and is also served by a set of [dedicated satellites](#) (the Sentinels) and contributing missions (existing commercial and public satellites).

The Copernicus services transform this wealth of satellite and in situ data into value-added information by processing and analysing the data. Datasets stretching back for years and decades are made comparable and searchable, thus ensuring the monitoring of changes; patterns are examined and used to create better forecasts, for example, of the climate and the atmosphere.

The [European Centre for Medium Range Weather Forecasts \(ECMWF\)](#) implements two of the six Copernicus services on behalf of the European Commission: the [Copernicus Atmosphere Monitoring Service \(CAMS\)](#) and the [Copernicus Climate Change Service \(C3S\)](#), and contributes to the operation of the **Copernicus Emergency Management Service (CEMS)**. ECMWF will continue operating these services under a new Contribution Agreement 2021-2028 with the European Union (*subject to contract signature*).

Since launch, both C3S and CAMS successfully contributed to Copernicus' mission to deliver freely accessible operational data and services providing users with reliable and up-to-date information related to our planet and its environment. Users range from actors in the national and European policy domain, businesses and industry players, as well as European citizens.

Communication activities for both the Copernicus Climate Change Service and Copernicus Atmosphere Service are managed by a dedicated Copernicus team within ECMWF's Communication section. This Copernicus communication team sets the strategic communication approach according to the European Commission's guidelines across owned, paid, and earned channels to target audiences as identified by the European Commission (EC) at programme level.

Communication, by taking a proactive and reactive approach across media relations, content, marketing and events, including via partnerships with trusted brands, puts the services in front of large audience numbers. This is done with the support of expert external communication agencies.

Hence, ECMWF as the EC's entrusted Entity for operating these two Copernicus operational services, invites tenders to work with the ECMWF Copernicus Services' Communications team to implement the

ECMWF Copernicus Services (CAMS and C3S) Communication Strategy. Communication services will be delivered under four lots as specified in Section 2.

The successful Tenderer(s) shall provide communication services to contribute to effective implementation of ECMWF Copernicus Communication Strategy through a mix of owned (e.g. service websites, newsletters and social media), earned (e.g. newspapers and social media community) and paid-for channels (e.g. advertisements, events, media partnerships). These communication activities will need to target audiences -including policymakers, scientific community, media outlets and general public - at times and locations where they are most receptive to receiving information and in a way that suits this audience best.

The Communication Strategy will serve as a guide for the Communication team and the external service providers to achieve ECMWF Copernicus Services' communication goals. The aims and supporting objectives for communication are to increase *awareness*, *understanding* and ultimately *usage* of Copernicus as a whole and of C3S and CAMS specifically, with weighting and measures of success differing according to audience type.

ECMWF will update annually the Communication Strategy in coordination and agreement with the European Commission, to ensure consistency with overall Copernicus programme communication, in particular regarding key messages, intended target audiences, as well as communication channels and means.

ECMWF Copernicus Services' primary target audiences consist of decision-makers, direct users, and intermediaries in:

- Business & Industry
- Policymaking & Parliamentary bodies
- Science & Academia
- Media – as both audience in their own right and as an amplifier/messenger

These audience groups segment down further and split across priority sectors such as agriculture, energy, forestry, health, insurance, tourism, water etc. B2B, B2C and B2G marketing strategies must be created to adapt the message and to use the most appropriate channels for an effective and timely communication according to the needs and wants of the target audience:

- B2G markets to the person as **governmental entity**
- B2C markets to the person as **consumer/user**
- B2B markets to the person as a **business decision maker** or influencer

Specific objectives and technical requirements are described in Section 2 of this document. General performance requirements are presented in Section 3. Information about the tender format and content is in Section 4.

2. Technical requirements

Description of the communication services

The successful Tenderer(s) will contribute to and implement ECMWF Copernicus' Communication Strategy under ECMWF Copernicus Communication team's leadership. The services will cover earned, owned and paid-for communication activities for B2C, B2B and B2G purposes including the following points:

1. B2C/B2B/B2G content strategy's design and implementation and management of ECMWF Copernicus Services' Communication Strategy under ECMWF Copernicus Communication team guidance and leadership
2. Design and production of corporate communication material according to corporate branding guidelines, to support user engagement and outreach purposes, B2B communication and institutional relationships
3. Design and production of content across different owned channels and formats
4. Maintain current and build new media relations to increase public awareness and position ECMWF Copernicus Services as thought-leaders
5. Strategic planning and management of virtual and in-person events for showcasing ECMWF Copernicus Services, including full engagement or immersive formats, production of unique content to share or personalized event experiences (apps)
6. Design and implement a media buying strategy and manage any resulting campaigns, media partnerships and sponsorships, and branded content actions



ECMWF Copernicus' communication activities must reflect ECMWF's status as 'a science organization led by innovation and cutting-edge technology such as artificial intelligence or high-performance computing (HPC)'. ECMWF is the world-leading centre for medium-range weather forecasting (forecasts of weather three to ten days ahead), and C3S and CAMS transform a wealth of satellite and in situ data into timely and actionable information by processing and analysing it with high-performance computing. Science is a blend of *logic and imagination*, so a good balance of these principles would be desirable to implement the ECMWF Copernicus Services' Communication Strategy.

The *Communication Services* sought under this Invitation to Tender (ITT) have been split into four Lots to reflect four top level service lines (see full description of services in "Specific requirements"):

- **Lot 1- Corporate communication, content production and design services:** Build and maintain a corporate content-based communication framework to plan, reach out to and connect with our different audiences through appropriate and impactful messages, content, formats, visuals and channels.
- **Lot 2- Public and media relations services:** Heighten ECMWF Copernicus Services' profile through increased visibility and share of voice in the media, proactive and reactive thought leadership opportunities and the creation of engaging press content.
- **Lot 3- Events and experiential marketing services:** Create and strengthen B2B and B2G relationships through events to support the communication objectives and potential lead generation for the User Engagement team - through networking, brand awareness building, and opportunities to meet potential users in person.

- **Lot 4- Media buying, media partnership and campaign services:** Expanding the services' media presence through design and implementation of a media buying strategy, partnerships and sponsorships across a range of content, platforms and formats.

All Lots will support a common communication aim which is to:

'Raise awareness and understanding of the ECMWF Copernicus Services and their value to decision-making - and in doing so contribute to the uptake of the services' information, products and data - within our target audience segments.'

IMPORTANT: Tenderers may bid for **individual or multiple** Lots. Where Tenderers bid for more than one Lot, they should highlight in their response the synergies across the services they bid for and how this improves value for money to ECMWF.

Specific requirements for the communication services

As indicated, the ITT contains four Lots. Each Lot contains the following Work Packages (WP):

1. WP0: Contract management and coordination
2. WP1: Planning and delivery of communication services
3. WP2: Monitoring and evaluation

Lot 1- Corporate communication, content and design services

Under ECMWF Copernicus Communication Team's management and guidance, the successful Tenderer shall co-develop, co-ordinate and implement ECMWF Copernicus Services' corporate external Communication Strategy to deliver engaging scientifically sound but easy-to-understand (design, writing and multimedia) content for CAMS and C3S across different channels and formats. The successful Tenderer will ensure consistency in design and correct application of corporate branding guidelines across all communication materials.

The successful Tenderer will create the whole content strategy combining *logic and imagination*, positioning ECMWF and its Copernicus Services as a European and global leader in the production, management and provision of environmental data and in the use of cutting-edge technologies such as HPC and AI technologies. High quality graphic design (creativity, UI and UX, typography, branding, print/digital) and data visualization skills will be required, together with the ability to deliver innovative, distinct and memorable multimedia content such as videos and animations to support outreach activities including digital and social media campaigns.

In order to advise ECMWF, the successful Tenderer will need to be aware of, and remain up-to-date regarding on, the cutting-edge digital solutions for on-line communication, including social media marketing, production of content and data visualization.

In addition, the successful Tenderer for this Lot will *lead coordination across all Lots* to enable flow of information and joined-up communication activities, whilst ensuring all Lots have the support and content needed in time for their respective Lot activity whether events, press activities, campaigns or sponsorship.

As part of their bid, using case studies (see 4.6), Tenderers must specifically highlight their expertise in the areas mentioned above, showing the successful planning and delivery of campaigns which demonstrate both creativity (including examples of such and how they impacted on the result) and quality.

The Tenderers shall also provide ECMWF with pricing details for WPO and for the Scenarios (see 4.7.1) together with a list of subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing and Deliverables) of this ITT.

WPO: Contract management and coordination

WPO covers the management and monitoring of the contract's delivery for Lot 1 as agreed with ECMWF Copernicus. The successful Tenderer of Lot 1 shall also work cooperatively and in close collaboration with the successful Tenderer(s) of Lot 2, Lot 3 and Lot 4 in order to deliver a consistent, wide-ranging content-based public outreach service as agreed with and according to ECMWF Copernicus Services' needs.

Regular (weekly and as required) teleconferences/meetings with ECMWF's Copernicus Communications team will be arranged as part of the Lot 1 management plan.

As part of the general contract management description, the Tenderers shall include the following elements in line with the reporting and planning requirements for tracking contract delivery as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.
- Lot 1 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.
- Management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of the Volume V Framework Agreement.

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones for this work package already indicated in the tables below. Volume IIIA will be used by the Tenderer to describe the complete list of deliverables, milestones and schedules for each work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key activities under this work package include:

- Define metrics and tools to report against ECMWF Copernicus KPIs, dictated by the European Commission. Other KPIs could be proposed as part of the Tenderer’s bid and subsequently agreed with ECMWF.
- Lead coordination across Lots to ensure the communication activities are joined-up, providing the means and organising regular status and planning meetings to facilitate the flow of information, dates for deliverables and access to supporting content.
- Design and implement the management plan to lead the coordination of Lot 2, Lot 3 and Lot 4, including roles and responsibilities, to be delivered by T0+2 month.
- Provide a platform for sharing and storing communication resources: The successful Tenderer will ensure availability of all communication resources (briefings, collateral) to all Lots and the ECMWF Communication team through an accessible platform, to enable flow of information and to coordinate execution of communication plans for joint action.
- Participate in weekly meetings (and additional ad hoc meetings as required) with ECMWF Copernicus Communication team, and other Lots as required, for planning communication activities and follow up with specific projects.
- Elaborate and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
- Design the implementation plan for delivery of communication services.

Deliverables for this work package shall include the following reports:

WPO Management and Coordination				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L1.0.1-2021Q3 D30L1.0.1-2021Q4 [...]	Tenderer	Report	Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i>	Quarterly on 15/01, 15/04, 15/07 and 15/10
D30L1.0.2-2021 D30L1.0.2-2022	Tenderer	Report	Annual Implementation Report YYYY	Annually on 28/02

[...]			<i>YYYY being the Year n-1</i>	
D30L1.0.3-2023	Tenderer	Report	Final report	60 days after end of contract
D30L1.0.4-2021 D30L1.0.4-2022 [...]	Tenderer	Other	Preliminary financial information YYYY <i>YYYY being the Year n-1</i>	Annually on 15/01
D30L1.0.5-2022 D30L1.0.5-2023 [...]	Tenderer	Report	Draft Implementation plan YYYY <i>YYYY being the Year n+1</i>	60 days after signing of contract for Year N+1 Annually on 28/02
D30L1.0.6-2022 D30L1.0.6-2022 [...]	Tenderer	Report	Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i>	Annually on 31/10
D30L1.0.7-2022 D30L1.0.7-2023 [...]	Tenderer	Other	Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i>	Annually
D30L1.0.8-2022 D30L1.0.8-2023 [...]	Tenderer	Other	Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i>	Annually
M30L1.0.9	Tenderer	Other	Kick-Off meeting – Minutes of meeting	Start of contract
M30L1.0.10.1 M30L1.0.10.2 [...]	Tenderer	Other	Progress Review Meeting / Payment Milestone 1 [...] - Minutes of meeting	Frequency of payment review or quarterly

WP1: Planning and delivery of corporate communication, design and content production services

The successful Tenderer shall plan and deliver ECMWF Copernicus Services public outreach activities based on the creation of engaging content that communicates complex and scientific products, environmental events and issues in ways understandable to target audiences, across different on-line/off-line channels as agreed with ECMWF Copernicus.

Products and services for this work package shall include but are not limited to the following:

- Lead the coordination of communication activities across the external communication service providers (*successful Tenderers*) ensuring synergy in delivering ECMWF Copernicus Services' communication goals and support of user engagement.
- Coordinate graphic design work across Lots to ensure correct use of brand identity guidelines and logos, as well as visual consistency.
- Coordinate content production across Lots for effective and timely delivery of all communication services.
- Coordinate the implementation of the content strategy and storytelling across Lots.
- With ECMWF, undertake the co-development, implementation, guardianship and management of the communication strategy and supporting annual plans, covering content, branding and public outreach activity.
- Provide the graphic design across all owned-channels and products such as publications (off/on-line): managing the process from proposal to typesetting through to design, print and production; brief and advise with regard to design style, format, print production and timescales; develop concepts, graphics and layouts for product illustrations, company logos and websites; determine size and arrangement of copy and illustrative material; review final layouts and suggest improvements if required and; liaise with and manage external printers to ensure deadlines are met and material is printed to the highest quality.
- Produce the creative concepts, copywriting for content (including web content, social media content, newsletter, video, animation and infographics), corporate communication material and for advertising and marketing purposes, ensuring visual consistency across platforms according to ECMWF's and the European Commission's guidelines.
- Produce multichannel and user centred (B2C, B2B, B2G) content: corporate digital/print publications, presentations, marketing collateral, scientific articles for website and newsletters, papers, briefings, reports, CAMS' and C3S' newsletter (production and distribution to mailing list) as well as banners, roll ups and promotional material, ensuring visual consistency and style across platforms according to ECMWF's and European Commission's guidelines.
- Create and maintain mailing lists for email marketing purposes such as the Copernicus Services newsletters.
- Create CAMS and C3S related articles and other content for the Copernicus Observer Newsletter
- Develop audio-visual content for use on CAMS and C3S digital platforms by creating stock-footage, illustrations, animations, motion graphics, infographics, animated explainer video for complex scientific concepts, interactive and animated infographic for data visualization etc. as well as provide audio-visual content for other ECMWF Copernicus communications activities such as events, press activities, meetings and other public engagement and outreach purposes.
- Produce videos of different lengths and nature (for television spots, web spots, documentaries, video news release material etc.) including scripting, storyboarding, filming, editing, dubbing,

subtitling, production of graphical and animated content, etc. for use on CAMS and C3S digital platforms, events, press activities, meetings and other public engagement and outreach purposes.

- Produce high-quality and native English equivalent scientific content writing, including support for strategic documents and collateral for European Union.
- Create and maintain a corporate catalogue of *physical and digital* giveaways/freebies/merchandise for event marketing according to ECMWF Copernicus Services' values and principles, such as concern for the environment and commitment to sustainability, in coordination with Lot 3.
- Create and regularly update content for CAMS and C3S websites and occasionally for external sites aligned with events or sponsorship through software or Content Management Systems, including specifically Drupal CMS applications.
- Ensure web design (look and feel) complies with guidelines and design consistency across channels. Also, the successful Tenderer will contribute to optimizing user journey (CJO) and improving user experience (UX) *in liaison with ECMWF's technical website development agency* according to the content strategy and plan respecting but not limited to structure of content on page, cross linking and site content SEO.
- Develop and implement Search Engine Optimization (SEO) strategy to optimize website *content* for the best possible search engine ranking.
- Develop and implement a social media strategy and its implementation across all ECMWF Copernicus Services' social media channels, adapting content, message and tone according to the audience and channel.
- Design and print corporate material as required to present C3S and CAMS to target audiences or specific communities for user engagement and partnership purposes.
- Recommend, design and implement an innovative digital content and channel strategy.
- Provide analysis, insight and recommendations based on digital intelligence, regarding emerging channels or changes to our communication approach.
- Provide support to help Copernicus create custom story maps and enhance digital storytelling - ECMWF Copernicus services will make use of story maps to support User Engagement, and to communicate and explain the application of CAMS and C3S data by end-users.

As an example of the level of activity and according to the description of products and services in WP1, the deliverables for this work package during the first year of the contract delivery would include -but not be limited to- the following table. This list has been elaborated based on ECMWF Copernicus Services' current business-as-usual activities, but is not limited to such:

WP1 Planning and delivery of corporate communication, design, and content production services				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>

D30L1.1.1-2021Q3 D30L1.1.1-2021Q4 [...]	Tenderer	Other	34 articles and posts in C3S website https://climate.copernicus.eu/news	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.2-2021Q3 D30L1.1.2-2021Q4 [...]	Tenderer	Other	30 articles and posts in CAMS website https://atmosphere.copernicus.eu/news	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.3-2021Q3 D30L1.1.3-2021Q4 [...]	Tenderer	Other	50 content pages in C3S website: production and upkeep of existing pages	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.4-2021Q3 D30L1.1.4-2021Q4 [...]	Tenderer	Other	25 content pages in CAMS website: production and upkeep of existing pages	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.5-2021Q3 D30L1.1.5-2021Q4 [...]	Tenderer	Other	1200 posts in Twitter @CopernicusECMWF	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.6-2021Q3 D30L1.1.6-2021Q4 [...]	Tenderer	Other	120 posts in Instagram @copernicusecmwf	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.7-2021Q3 D30L1.1.7-2021Q4 [...]	Tenderer	Other	240 posts in Facebook @ECMWFcopernicus	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.8-2021Q3 D30L1.1.8-2021Q4 [...]	Tenderer	Other	240 posts in LinkedIn CopernicusECMWF	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.9-2021Q3 D30L1.1.9-2021Q4 [...]	Tenderer	Other	Branding guidelines: Elaboration of corporate guidelines including data visualization style guidelines	30/09/2021

D30L1.1.10-2021 D30L1.1.10-2021 [...]	Tenderer	Other	Annual content strategy: Strategy updated on an annual basis based on current priorities	Annually on 31/01
D30L1.1.11-2021 D30L1.1.11-2021 [...]	Tenderer	Other	Social media strategy: Defining content, style and tone according to the audience and the different channels, updates according to the circumstances.	Annually on 31/01
D30L1.1.12-2021Q3 D30L1.1.12-2021Q4 [...]	Tenderer	Other	Print and digital corporate promotional material, marketing collateral	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.13-2021 D30L1.1.13-2022 [...]	Tenderer	Other	Physical and digital giveaways/freebies/merchandise catalogue: On an annual basis, the catalogue will be updated with physical and digital giveaways/freebies/merchandise to be distributed in external and hosted events in Europe or worldwide, or to winners in social media contests	Annually on 30/11/YYYY (Year es n-1)
D30L1.1.14-2021Q3 D30L1.1.14-2021Q4 [...]	Tenderer	Other	Drafting, production and send-outs of 4 newsletters for C3S	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.15-2021Q3 D30L1.1.15-2021Q4 [...]	Tenderer	Other	Drafting, production and send-outs of 4 newsletter for CAMS	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.16-2021Q3 D30L1.1.16-2021Q4 [...]	Tenderer	Other	Maintaining mailing lists	Quarterly on 31/03, 30/06, 30/09 and 31/12

D30L1.1.17-2021Q3 D30L1.1.17-2021Q4 [...]	Tenderer	Other	Drafting of 6 articles for external newsletters	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.18-2021Q3 D30L1.1.18-2021Q4 [...]	Tenderer	Other	Concept, design and production of 6 videos, including animated explainers	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L1.1.19-2021Q3 D30L1.1.19-2021Q4 [...]	Tenderer	Other	Infographics, illustrations and animations for social media channels and event promotion	Quarterly on 31/03, 30/06, 30/09 and 31/12

WP2: Monitoring and evaluation

The successful Tenderer shall undertake regular result-based monitoring and evaluation of public outreach activities for analysis and insight, based on tools and methodologies pre agreed with ECMWF Copernicus Services. Monitoring and evaluation will provide progress towards goals, through the assessment of results achieved and lessons learned, and enable the successful Tenderer to make recommendations for changes to ECMWF Copernicus Communication Team’s approach. The monitoring and evaluation work package will be key for the successful implementation and evolution of ECWMF Copernicus Services’ Communication Strategy.

Actions for this work package shall include, but are not limited to the following:

- Define metrics and tools to monitor and facilitate reporting of ECMWF Copernicus KPIs, which are specified as a minimum by the European Commission. Other KPIs could be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.
- Provide digital intelligence for result-based reporting, monitoring and evaluation and decision-making: e.g. user journey analytics, web and social media analytics, earned media analytics, share of voice.
- Produce monthly monitoring reports with web and social media metrics including user engagement.
- Quarterly monitoring analysis to track progress, identify corrective actions, analyse impact of communication campaigns and opportunities for further joint efforts. This point would input “Quarterly Implementation Report” under WPO.

- Biannual and annual analysis to evaluate progress towards goals, provide lessons learned, identify opportunities and suggest recommendations for next year’s implementation of communication plan. This point would input “Annual Implementation Report” under WPO.
- Produce post-campaign / specific outreach activity reports on request to evaluate the achievement of expected results.

WP2 Monitoring and Evaluation				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L1.2.1-M1 D30L1.2.1-M2 [...]	Tenderer	Report	Monthly report: content and digital monitoring	15th each month following month of reporting
D30L1.2.1.2021Q3 D30L1.2.1.2022Q1 [...]	Tenderer	Presentation to ECMWF Copernicus Communication Team	Bi-annual report: result-based quality and quantity analysis	Biannually on 15/03, 15/09

Lot 2: Public and media relation services

The successful Tenderer will deliver media relations services and advice for achieving coverage in international, regional and national media of target countries, particularly in EU and/or ECMWF member states respectively. This includes defining the strategy and associated plans for media relations and press campaigns and identifying and prioritizing the key media outlets (newswires; written press - general and sector/topic specific; audio-visual media - radio, television and online services). Furthermore, the successful Tenderer will develop initiatives to strengthen ECMWF Copernicus Services’ thought leadership and to heighten ECMWF’s Copernicus Services’ profile as a trusted, reliable, and credible source of environmental data -to enable and promote evidence-based decision making- through high quality and engaging press content, impactful press campaigns and other media activities.

As scientific organization and operational service, we need a strong B2B approach to help support user engagement, create lead generation and ultimately increase brand awareness and user uptake. This approach implies targeting vertical markets and policy domains by reaching out to trade and political media and achieving a meaningful press coverage that could be leveraged to demonstrate ECMWF Copernicus Services’ value and to build institutional relationships.

As part of their bid, using Case studies (see 4.6), Tenderers are asked to demonstrate their expertise and creativity in managing public relations, organizing press campaigns or strengthening thought leadership for international organisations or companies, including any previous experience in dealing with complex

scientific information. The Tenderer will also provide ECMWF with pricing details for Scenarios (see 4.7.2) together with a list of subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing and Deliverables) of this ITT.

WPO: Contract management and coordination

WPO covers the management and monitoring of the contract's delivery for Lot 2 as agreed with ECMWF Copernicus. The successful Tenderer of Lot 2 shall work cooperatively and in close collaboration with the successful Tenderers of Lot 1, Lot 3 and Lot 4, under Lot 1's leadership, in order to deliver a first-class media relations service as agreed with and in line with ECMWF Copernicus Services' needs.

Regular (weekly and as required) teleconferences with ECMWF's Copernicus Communication Team will be arranged as part of the Lot 2 management plan.

As part of the general contract management description, the Tenderer shall include the following elements in line with the reporting and planning requirements as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.
- Lot 2 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.
- Management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of the Volume V Framework Agreement.”

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones for this work package already indicated in the tables below. Volume IIIA will be used by the Tenderer to describe the complete list of deliverables, milestones and schedules for each work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key activities include:

- Define metrics and tools to report against ECMWF Copernicus KPIs, which are specified as a minimum by the European Commission. Other KPIs could be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.

- Contribute to effective coordination of projects executed with the other Lots under Lot1 leadership.
- Participate in weekly meetings (and additional ad hoc meetings as required) with ECMWF Copernicus Communication team, and other lots as required, for planning communication activities and follow up with specific projects.
- Elaborate and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
- Design implementation plan for delivery of communication services.

Deliverables for this work package shall include the following reports:

WPO Management and Coordination				
#	Responsible	Nature	Title	Due
D30L2.0.1-2021Q3 D30L2.0.1-2021Q4 [...]	Tenderer	Report	Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i> To report against ECMWF Copernicus Services' and European Commission KPIs	Quarterly on 15/01, 15/04, 15/07 and 15/10
D30L2.0.2-2021 D30L2.0.2-2022 [...]	Tenderer	Report	Annual Implementation Report YYYY <i>YYYY being the Year n-1</i>	Annually on 28/02
D30L2.0.3-2023	Tenderer	Report	Final report	60 days after end of contract
D30L2.0.4-2021 D30L2.0.4-2022 [...]	Tenderer	Other	Preliminary financial information YYYY <i>YYYY being the Year n-1</i>	Annually on 15/01
D30L2.0.5-2022 D30L2.0.5-2023 [...]	Tenderer	Report	Draft Implementation plan YYYY <i>YYYY being the Year n+1</i>	60 days after signing of contract for Year N+1 Annually on 28/02
D30L2.0.6-2022 D30L2.0.6-2022 [...]	Tenderer	Report	Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i>	Annually on 31/10

D30L2.0.7-2022 D30L2.0.7-2023 [...]	Tenderer	Other	Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i>	Annually
D30L2.0.8-2022 D30L2.0.8-2023 [...]	Tenderer	Other	Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i>	Annually
M30L2.0.9	Tenderer	Other	Kick-Off meeting – Minutes of meeting	Start of contract
M30L2.0.10.1 M30L2.0.10.2 [...]	Tenderer	Other	Progress Review Meeting / Payment Milestone 1 [...] - Minutes of meeting	Frequency of payment review or quarterly

WP1: Planning and delivery of public and media relations services

The successful Tenderer shall deliver media relations products and services for ECMWF Copernicus Services including planning and delivering press campaigns, writing, translating and disseminating press releases as well as managing media database and providing extensive media monitoring as agreed with ECMWF.

Products and services for this work package shall include, but are not limited to the following:

- Develop a mid/long term public and media relations strategy in line with ECMWF Copernicus Services' press needs targeting the relevant audiences through the most appropriate media mix.
- In line with the agreed public and media relations strategy, develop and implement annual plans, with specific targets and activities to achieve a successful implementation of such
- Undertake regular media analysis to monitor and evaluate coverage quality and quantity, share of voice and thought leadership.

The media services will be provided along the following service lines:

1. **Media relations:** Media relations involves an ongoing and evolving understanding of media interests and agendas - who is writing what, when and how – so that we might fit into the cadence of storytelling by those news outlets, and we build and foster good relationships with journalists. ECMWF Copernicus Services need an agency who is focused on both creating and uncovering opportunities to be part of our target media's news cycles.

- Reach out to international, national, trade media (vertical market, business and technology) and political magazines including print, broadcast and online to build and keep a good relationship with the media.
- Increase share of voice via print and broadcast media (TV, Radio) as ECMWF Copernicus Services are already well established in online media outlets.
- Write, translate and disseminate press releases to target countries agreed with ECMWF Copernicus. Content will turn scientific information into actionable and engaging messages, including quotes demonstrating service thought leadership.
- Provide high quality and professional translation services to reach out to targeted European countries in their national language. ECMWF Copernicus currently translates press releases into ten languages in addition to English.
- Write, translate (languages will be established according to ECMWF Copernicus' needs) and place articles in vertical media to target specific audiences: policy makers, decision makers, business leaders and other type of users to be specified in line with User engagement team needs.
- Take timely and prompt action on key or 'breaking' news events with rapid response communication including statements or other relevant actions.
- Handle (attend and curate) media enquiries effectively and arrange interviews for ECMWF Copernicus spokespeople; prepare interview briefing with proper media insight; build up facts and figures and background information for big stories or recurring enquiries; draft questions and answers (Q&As) for selected topics and update the existing ones.
- Create and maintain ECMWF Copernicus' press list (media outlets, journals and magazines) and mailing lists with proper comparative analysis and media insight; create and keep relationship with recurrent journalists and environment and climate editors; and search for new coverage opportunities and scout pitching opportunities for coverage.
- Manage media briefing in events and announcements. Create key press messages, engaging content and narratives for the media briefing.
- Planning and management of media relations activities to launch flagship products or announce new services in coordination with the other Lots. This would include design and implementation of public relations and press campaigns across different media, including trade media, news and political magazines, science magazines or technology magazines, amongst others.

- Prepare proposals for press campaigns including proposals for media buying and sponsored content with media outlets (print media advertisements, online and television campaigns, mobile phone campaigns etc.) in coordination with Lot4: identify branded content and campaign opportunities such as media outlets' newsletters, mailing campaigns or morning briefings, and sponsored magazine articles.
 - Provide concept, plan and management of physical and virtual press events (including but not limited to press conferences, press breakfasts, press tour); scout media engagement opportunities and press events across Europe; provide press engagement opportunities before, during and after ECMWF Copernicus Services' events according to annual events planning calendar. Press events will be coordinated and managed with Lot3.
 - Scout and invite key contacts as well as provide advice to organize training for journalists on how to access Copernicus free and open data. This activity will be coordinated with Lot3.
 - Professional media training for ECMWF Copernicus Services' spokespeople to attend media interviews and manage media relations effectively.
 - As part of a B2B approach, the successful Tenderer will consider analyst relations campaigns to further communicate and build credibility for developing and expanding relationships with leading business technology and industry analysts worldwide. Journalists often look to analysts to confirm trends, deliver insights or add credibility to their reporting. Analyst relations programmes therefore have an impact through the media as well as directly with clients.
2. **Thought leadership:** led by ECMWF Copernicus Communication Team, the tenderers will plan, develop and execute a thought leadership strategy to raise ECMWF Copernicus' profile, including setting objectives, understanding the audience and creating content with impact:
- Produce creative storytelling for reaching out to trade media and political magazines: Data + Story + Design, especially for B2B purposes and engaging decision makers.
 - React quickly to media opportunities: identify opportunities to contribute to the public conversation timely with statements and rapid response communications.
 - Scout opportunities to pitch for interviews and/or quotes.
 - Scout and manage speaking opportunities for ECMWF Copernicus directors, deputy directors or other appropriate and relevant spokespeople.

3. **Press content creation:** The Tenderers will create engaging and understandable content out of complex and scientific information to encourage media coverage, increase public awareness, strengthen thought leadership and contribute to increasing user uptake of ECMWF Copernicus Services' data.
 - Press content strategy and creation: the successful Tenderer will write and distribute op-eds, by-lined articles, blogs, case studies, eBooks, press kits, factsheets, press content for website and social media channels, articles for vertical market and target policy domains etc.
 - Lot 2 will work with Lot 1 to create and produce engaging and impactful multimedia content to promote broadcast coverage, both on radio and TV.

4. **Measurement:** The Tenderers will propose solutions to provide in-depth analysis of news coverage and media monitoring (quantity and quality), measure, report and analyse campaign performance, study share of voice and thought leadership, and track results and performance for decision-making.
 - The successful Tenderer will produce an annual comprehensive and insightful analysis of ECMWF Copernicus Services' share of voice and thought leadership.

As an example of the level of activity and according to the description of products and services in WP1, the deliverables or outputs for this work package during the first year of the contract delivery would include -but would not be limited to- the following table. This list has been elaborated based on ECMWF Copernicus Services' current business-as-usual activities:

WP1 Planning and delivery of public and media relations services				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L2.1.1-2021Q3 D30L2.1.1-2021Q4 [...]	Tenderer	Other	36 press releases: masterpiece (English)	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L2.1.2-2021Q3 D30L2.1.2-2021Q4 [...]	Tenderer	Other	360 send-outs: Masterpiece translated into 9 additional languages. Every press release usually implies 10 send-outs.	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L2.1.3-2021Q3 D30L2.1.3-2021Q4 [...]	Tenderer	Other	120 interviews arranged and interview briefings prepared with insight on media and journalist.	Quarterly on 31/03, 30/06,

				30/09 and 31/12
D30L2.1.4-2021Q3 D30L2.1.4-2021Q4 [...]	Tenderer	Other	4 Q&As: Questions and answers about a concrete topic	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L2.1.5-2021Q3 D30L2.1.5-2021Q4 [...]	Tenderer	Other	4 press kits: Press kit for general presentations, events or sponsorships	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L2.1.6-2021Q3 D30L2.1.6-2021Q4 [...]	Tenderer	Other	4 articles placement: Drafting and pitching articles for publication in specialized magazines or newspapers	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L2.1.7-2021Q4 D30L2.1.7-2022Q2 [...]	Tenderer	Other	2 opinion pieces for thought leadership: drafting and pitch	Biannually on 30/06 and 31/12
D30L2.1.8-2021Q4 D30L2.1.8-2022Q4 [...]	Tenderer	Other	Press tour: Event to pitch CAMS and C3S services. Event format changes from time to time according to current circumstances.	Annually in Q4 31/12
D30L2.1.9-2022Q2 D30L2.1.9-2023Q2 [...]	Tenderer	Other	Media briefing for flagship report announcement	Annually on Q2 30/06
D30L2.1.10-2021Q4 D30L2.1.10-2022Q2 [...]	Tenderer	Other	2 trainings for journalists: How to access Copernicus data. Logistics would be handled by Lot3.	Biannually on 30/06 and 31/12
D30L2.1.11-2022Q1 D30L2.1.11-2023Q1 [...]	Tenderer	Other	1 media training for staff to attend interviews	Annually on Q1 31/03
D30L2.1.12-2021Q4 D30L2.1.12-2022Q2 [...]	Tenderer	Other	2 Invitations for media events	Biannually on 30/06 and 31/12

D30L2.1.13-2021Q3 D30L2.1.13-2021Q4 [...]	Tenderer	Other	6 pitches for interviews with scientists during major events	Quarterly on 31/03, 30/06, 30/09 and 31/12
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WP2: Monitoring and evaluation

In addition to reporting for contract management purposes, the successful Tenderer shall undertake regular result-based monitoring and evaluation of public and media relations activities, based on tools and methodology pre agreed with ECMWF Copernicus Services. Monitoring and evaluation will provide progress towards goals, results achieved, lessons learned and recommendation for changes to ECMWF Copernicus Communication Team’s approach. The monitoring and evaluation work package will be key for a successful implementation of ECMWF Copernicus Services’ Communication Strategy providing inputs and information for communication decision making.

Actions for this work package shall include, but are not limited to the following:

- Produce monthly media monitoring report with media mentions, main topics covered, geographical coverage and selection of clippings.
- Elaborate quarterly media coverage analysis report including audience reached, quality and tone, key messages shared or quality of the publications. This point would input “Quarterly Implementation Report” under WPO.
- Elaborate biannual and annual analysis to evaluate progress towards goals, provide lessons learned, identify opportunities and suggest recommendations for next year’s implementation of communication plan. This point would input “Annual Implementation Report” under WPO.
- Produce post media-campaign and post-event reports against planned goals under ECMWF Copernicus Services’ request.

WP2 Monitoring and Evaluation				
#	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L2.1.2.1-M1 D30L2.1.2.1-M2 [...]	Tenderer	Report	Monthly report: media coverage	15th each month following month of reporting
D30L2.1.2.2-2021Q3 D30L2.1.2.2-2022Q1 [...]	Tenderer	Presentation to ECMWF Copernicus	Bi-annual report: result-based quality and quantity analysis	Biannually on 15/03, 15/09

		Communication Team		
D30L2.1.2.3-2022Q1 D30L2.1.2.3-2023Q1 [...]	Tenderer	Share of voice	Annual share of voice study of four markets/languages: online publications in English, Spanish, French and German	Annually on 1/4

Lot 3: Events and experiential marketing services

The successful Tenderer will design and implement ECMWF’s Copernicus Services’ event strategy incorporating creative and brand-building ideas, including experiential marketing techniques and tactics for lead generation, scouting new event opportunities and providing advice, and designing and updating an event calendar according to ECMWF Copernicus’ needs and goals. Accordingly, the successful Tenderer will manage and organize hosted and external events on behalf of ECMWF Copernicus Services and will assume event concept creation, marketing, all logistics, merchandise, storage and shipping responsibilities. Please note that ECMWF Copernicus Services participate in external meetings adopting different roles such as exhibitor, sponsor, speaker and/or panellist, amongst others.

As part of their bid, Tenderers must provide evidence of their expertise in organising and managing events by detailing the ‘start to finish’ process they follow, implementing event and experiential marketing solutions or designing booths and merchandise using Case studies (see 4.6), with particular emphasis on creating visually striking and functional event exhibition stands, event related displays and promotional material and activities. Tenderers are expected to provide details of previous experience in running exhibition stands and all related activities preferably on behalf of other international organisation or companies. The Tenderer shall also provide ECMWF with pricing details for Scenarios (see 4.7.1) together with a list of proposed subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing tables) of this ITT.

WPO: Management and coordination

WPO covers the management of Lot 3 and monitoring delivery of the contract as agreed with ECMWF Copernicus. Under this work package, the successful Tenderer of Lot 3 shall work cooperatively and in close collaboration with the successful Tenderers of Lot 1, Lot 2 and Lot 4, under Lot 1’s leadership, in order to deliver impactful and engaging event services as agreed, and in line, with ECMWF Copernicus Services’ needs and expectations.

The bid shall include outlines of roles and responsibilities of keypersons involved in the contract.

As part of the general contract management description, the Tenderer shall include the following elements in line with the reporting and planning requirements as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.
- Lot3 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors, and is expected to clearly demonstrate how it intends to manage subcontractors' activities and how it will deal with conflicts and underperformance. The Tenderer may allocate new sub-contractors to specific tasks throughout the contract and should put in place an auditable selection process. Any changes in the list of subcontractors throughout the full duration of the contract shall be communicated to ECMWF for prior acceptance. *A paper on the selection process should be proposed to ECMWF for approval as a deliverable by T0+1month.*
- Management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of the Volume V Framework Agreement.
- The Tenderer shall put in place a payment and financial management tool to manage contract expenses, including fees and travel expenses for event attendees such as keynote speakers, external experts and specialists, travel grantees or similar. A methodology to assess, accept and pay for travel costs shall be developed and proposed to ECMWF for approval as a deliverable by T0+1 month, an outline of which should be included in the Tenderer's proposal. Following principles may be taken into account (this is not an exhaustive list):
 - only economy rates are accepted for all train and air travel related to ECMWF Copernicus services organised or attended events.
 - per-diem rates for all event support staff should be fixed for the full duration of the Framework Agreement.
 - travel costs for grantees, such as early career scientists attending ECMWF Copernicus Services organised event, could be reimbursed to the amount agreed with ECMWF's Event Organising Committee.
 - travel costs for external experts or keynote speakers could be reimbursed to the amount agreed with ECMWF's Event Organising Committee and if overnight stay needed, per-diem rates (for example based on https://ec.europa.eu/europeaid/sites/devco/files/perdiems-2017-03-17_en.pdf) shall be applied as agreed in advance with ECMWF in the payment methodology report.
 - selected and accepted travel mode should be those with the least carbon footprint and ambient air quality impacts.

The methodology may be revised on an annual basis upon acceptance by ECMWF. In their ITT response, Tenderers shall propose an outline of a quality assurance process, covering both content as well as service delivery. Furthermore, the Tenderer shall also propose to ECMWF a set of Key Performance Indicators (KPIs) suitable for monitoring various aspects of the service performance, together with a risk register including mitigation measures. Both KPIs as well as the risk and mitigation register shall be reviewed, and updated if appropriate, during the course of the contract on a quarterly basis.

Regular (weekly and as needed) teleconferences with ECMWF’s Copernicus Communications team will be arranged as part of the Lot 3 management plan.

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones for this work package already indicated in the tables below. Volume IIIA will be used by the Tenderer to describe the complete list of deliverables, milestones and schedules for each work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key activities include:

- Define metrics and tools to report against ECMWF Copernicus KPIs, dictated by the European Commission. Other KPIs could be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.
- Contribute to effective coordination of projects executed with the other Lots under Lot1 leadership.
- Participate in weekly meetings (and additional ad hoc meetings as required) with ECMWF Copernicus Communication team, and other lots as required, for planning communication activities and follow up with specific projects.
- Elaborate and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
- Design implementation plan for delivery of communication services.

Deliverables for this work package shall include the following reports:

WPO Management and Coordination				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>

D30L3.0.1-2021Q3 D30L3.0.1-2021Q4 [...]	Tenderer	Report	Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i>	Quarterly on 15/01, 15/04, 15/07 and 15/10
D30L3.0.2-2022 D30L3.0.2-2023 [...]	Tenderer	Report	Annual Implementation Report YYYY <i>YYYY being the Year n-1</i>	Annually on 28/02
D30L3.0.3	Tenderer	Report	Final report	60 days after end of contract
D30L3.0.4-2021 D30L3.0.4-2022 [...]	Tenderer	Other	Preliminary financial information YYYY <i>YYYY being the Year n-1</i>	Annually on 15/01
D30L3.0.5-2022 D30L3.0.5-2023 [...]	Tenderer	Report	Draft Implementation plan YYYY <i>YYYY being the Year n+1</i>	60 days after signing of contract for Year N+1 Annually on 28/02
D30L3.0.6-2022 D30L3.0.6-2023 [...]	Tenderer	Report	Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i>	Annually on 31/10
D30L3.0.7-2022 D30L3.0.7-2023 [...]	Tenderer	Other	Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i>	Annually
D30L3.0.8-2022 D30L3.0.8-2023 [...]	Tenderer	Other	Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i>	Annually
M30L3.0.9	Tenderer	Other	Kick-Off meeting – Minutes of meeting	Start of contract

M30L3.0.10.1 M30L3.0.10.2 [...]	Tenderer	Other	Progress Review Meeting / Payment Milestone 1 [...] - Minutes of meeting	Frequency of payment review or quarterly
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WP1a: Event and experiential marketing services for external events

The successful Tenderer shall design and implement ECMWF Copernicus Services’ external event strategy including setting specific goals and how to achieve them, scouting and advising about event opportunities to target ECMWF Copernicus’ most relevant audiences, providing the most effective way to network and generate leads, attract new audiences and boost brand authority, and report and evaluate against expected goals.

Products and services for this work package shall include, but are not limited to the following:

- Design and execute ECMWF Copernicus Services’ event strategy with specific objectives, guidelines on how best to reach out to preferred audiences, recommendations for experiential marketing and opportunities for lead generation and ultimately to contribute to the overall communications strategy and support the organization's purpose and strategy.
- Provide advisory and consulting services on event strategy and management according to ECMWF Copernicus Services’ Communication Strategy.
- Scout new event opportunities in Europe and beyond to target ECMWF Copernicus’ audiences to create the external event calendar on an annual basis and design the annual event plan accordingly.
- Create an external event calendar based on internal requests and new opportunities on an annual basis and maintain over the year as necessary to adapt to current or evolving circumstances.
- Define objectives, plan, promote, manage and close-down external events as exhibitors, including but not limited to event planning and management, dealing with organizers on behalf of ECMWF Copernicus Services, consulting services, concept creation, marketing and experience plan, booth and event banner design (design in coordination with Lot1) and production/building/transport, logistics and administrative arrangements for ECMWF Copernicus’ attendants, merchandise/giveaways selection/storage/production/shipping and wrap up (re-shipment of unused material).
- The successful Tenderer will sign and manage contracts with third parties to undertake services and supplies under this service Lot (such as sponsored events) on behalf of ECMWF; will act as the primary contact for ECMWF liaising with the third party in a day-to-day basis and as the contact for issue management and resolution; will ensure that deliverables and deadlines are set and met; and will convene and attend meetings with ECMWF and the third party in all phases of work.

- The successful Tenderer will include an experiential marketing component in event planning to deliver an impactful attendee experience and engage audiences with products and services.
- Create and maintain a corporate catalogue of giveaways/freebies/merchandise (*physical and virtual/digital*) for event marketing according to ECMWF Copernicus Services' values and principles (such as concern for the environment and commitment to sustainability), in coordination with Lot 1. The successful Tenderer will propose quality giveaways/freebies/merchandise, will source and liaise with suppliers, and will be responsible for production in quality, budget and time. The catalogue will be reviewed annually.
- Respond quickly and with flexibility to adapt giveaways/freebies/merchandise offer to special needs for campaign purposes, product announcements or strategic events.
- The successful Tenderer will advise on how to translate live events into effective and engaging online experiences and will plan and manage ECMWF Copernicus Services' participation in virtual events, accordingly, dealing with organizers, providing guidance for using virtual platforms and creating content for marketing purposes (in coordination with Lot 1).
- Provide advisory services to leverage events for effective conference networking and lead generation to create user uptake opportunities. The successful Tenderer will work on a proposal to follow up leads and optimize networking efforts after events and to provide ECMWF Copernicus Services the resources to foster user engagement initiatives.
- As part of the onsite support team in events, the successful Tenderer will provide qualified booth staff with digital literacy knowledge to be able to manage various digital platforms, apps, websites, social media or interactive technologies, amongst others.
- Provide logistics service including storage and shipping for giveaways/freebies, merchandise and other material related to organization of internal events or participation in external ones, as well as sponsorship or partnerships.
- Prepare, submit for approval, execute and report on event budget.
- Identify sub-contractors for outsourced activities in agreement with ECMWF Copernicus Services' Communication Team and contract management team.
- Coordinate with Lot1 the execution of the communication plan for promoting ECMWF Copernicus' participation in external events
- Ensure correct application of corporate branding policy throughout all marketing and communication material in external events, including organizer's promotional activities and other third-party communication efforts in line with ECMWF, Copernicus and European Commission guidelines
- Produce event intelligence for result-based reporting, evaluation and decision-making.

WP1b: Event and experiential marketing services for hosted events

The successful Tenderer will develop and execute strategic planning for ECMWF Copernicus' hosted events such as conferences, workshops, press events or assemblies, including goals setting, event plan and

management, venue scouting, promotion and experience marketing for increasing attendee's engagement, with the objective of fostering user engagement, building user loyalty and increasing public awareness.

Please note that hosted events could take place in any country of the European Union and beyond, and the successful Tenderer should consider the local context to deliver the event services such as translation into local language. The successful Tenderer may therefore need to consider collaboration with local subcontractors to deal with logistics, accommodation, transport and other arrangements and services.

Products and services for this work package shall include, but are not limited to the following:

- Create a hosted event strategy to set up guidelines for organizing ECMWF Copernicus events, including an event calendar, a tool for managing hosted events, a mobile event and conference app to increase attendee engagement (e.g., live polling technology) and provide real-time event performance insights, and a proposal to create and update guest lists.
- Create a hosted event calendar based on internal requests and updated over the year to adapt to current circumstances.
- Develop strategic planning and definition of objectives, promotion, management and wrap up hosted events, including but not limited to event planning and management, scout venues, arrange accommodation and transport, concept creation, B2B marketing plan, event graphic design (design in coordination with Lot1) and production/building/transport of communication material, logistics and administrative arrangements for ECMWF Copernicus' staff and attendants, merchandise/giveaways selection/storage/production/shipping and wrap up (re-shipment of unused material).
- The successful Tenderer will create a strategy to organize compelling virtual hosted events to optimize online experience and stay connected with ECMWF Copernicus Services' audience, to create and deliver great online content and engage an audience who will be working and dialling in from home.
- The successful Tenderer will go beyond the basics to find venues that match ECWMF Copernicus Services' main message and core values as well as the event objectives, and will propose buildings that foster discussion, interaction and forward thinking.
- Provide event advisory services for effective and engaging hosted events targeted at ECMWF Copernicus Services' preferred audiences such as media, current and potential users or policy domains.
- The successful Tenderer will include experiential marketing as part of event planning to deliver an impactful attendee experience and engage audience with the brand's products and services.
- Search for, design, brand and produce *physical and digital* giveaways/freebies/merchandise for hosted events according to ECMWF Copernicus Services' values and principles and local culture of the event's location and *in coordination with Lot 1*. The successful Tenderer will propose quality giveaways/freebies/merchandise, will find and deal with suppliers, and will be responsible for

their production on quality, budget and time. The catalogue will be reviewed annually to adapt to current circumstances (one catalogue only for both external and hosted events).

- Ensure overall smooth running of event management including activities such as, but not limited to, remote and onsite technical support including set and stage, AV and internet connectivity, event catering, event online registration, payment processing and manage reimbursements for accommodation and transport, manage presentations/abstracts submissions process, event database management, arrange on-site photography, live-streaming, filming.
- Advise on how to leverage specific events for effective networking and lead generation in order to create user uptake opportunities. As part of this, the successful Tenderer will make a proposal for following up on leads and optimizing networking after events so that ECMWF’s Copernicus Services can build a relationship and potentially convert these leads into users.
- As part of the onsite support team in events, the successful Tender will provide qualified booth staff with digital literacy knowledge to be able to manage various digital platforms, apps, websites, social media or interactive technologies, amongst others.
- Provide logistics services including storage and shipping for giveaways/freebies, merchandise and other material related to organization of internal events or participation in external ones, as well as sponsorships or partnerships.
- Coordinate with Lot1 the execution of the communication plan for promoting ECMWF Copernicus during hosted events and to follow up with attendees after the event.
- Ensure correct application of corporate branding policy throughout all marketing and communication material in hosted events, in line with ECMWF, Copernicus and European Commission guidelines.
- Produce event intelligence (analysis and insight) for result-based reporting, evaluation and decision-making.

As an example of the level of activity and according to the description of products and services in WP1a and WP1b, the deliverables for this work package during the first year of the contract delivery would include -but would not be limited to- the following table. This list is based on ECMWF Copernicus Services’ business-as-usual activities and not under Covid19 conditions:

WP1 Planning and delivery of event and experiential marketing services				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L3.1.1-2022Q1 D30L3.1.1-2023Q1 [...]	Tenderer	Other	Annual event strategy: Following long-term ECMWF Copernicus Services’ Communication Strategy, an external and hosted event strategy with the full	Annually on 31/01

			list of proposed events will be produced on an annual basis	
D30L3.1.2-2021Q4 D30L3.1.2-2022Q4 [...]	Tenderer	Other	One annual event calendar including external and hosted events as well as other minor events and training. One version to be delivered before the start of the contract. Document to be updated across the year to adapt to current circumstances	Annually on 30/11/YYYY (Year es n-1)
D30L3.1.3-2021Q3	Tenderer	Other	Physical events guidelines: Guidelines to organize in-person events to optimize processes and take advantage of synergies	30/09/2021
D30L3.1.4-2021Q3	Tenderer	Other	Virtual events guidelines: Guidelines to organize virtual events to optimize processes and take advantage of synergies	30/09/2021
D30L3.1.5-2021Q3 D30L3.1.5-2021Q4 [...]	Tenderer	Other	10 minor events: trainings, workshops and conferences	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L3.1.6-2021Q3 D30L3.1.6-2021Q4 [...]	Tenderer	Other	30 external events including exhibitions, conferences and workshops at global, European or national scale	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L3.1.7-2021Q3 D30L3.1.7-2021Q4 [...]	Tenderer	Other	10 hosted events including general assemblies, user days, press tour or product announcements in Europe	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L3.1.8-2021Q3 D30L3.1.8-2021Q4 [...]	Tenderer	Other	One plan per hosted/external event with specific goals and guidelines as well as both preliminary and final budget	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L3.1.9-2021Q4 D30L3.1.9-2022Q4 [...]	Tenderer	Other	Physical and digital giveaways/freebies/merchandise catalogue: the catalogue will be updated annually with physical and	Annually on 30/11/YYYY (Year es n-1)

			digital giveaways/freebies/merchandise to be distributed in external and hosted events in Europe or worldwide	
D30L3.1.10-2021Q3 D30L3.1.10-2021Q4 [...]	Tenderer	Other	Copernicus ECMWF Services Events app update and maintenance: Owned by ECMWF, the events app will require regular updates and maintenance	Quarterly on 31/03, 30/06, 30/09 and 31/12

WP2: Monitoring and evaluation

In addition to reporting for contract management purposes, the successful Tenderer shall undertake regular result-based monitoring and evaluation of event services for analysis and insight, will explain tools and methodology used and will present it to ECMWF Copernicus Services for approval. Monitoring and evaluation will provide progress towards goals, results achieved, lessons learned and recommendation for changes to ECMWF Copernicus Communication team’s approach. The monitoring and evaluation work package will be key for a successful implementation of ECMWF Copernicus Services’ Communication Strategy providing inputs and information for communication decision making.

Activities for this work package shall include, but are not limited to the following:

- Develop an event strategy analysis, monitoring and evaluation plan including definition of metrics and tools to monitor progress towards objectives and evaluate against ECMWF Copernicus services’ KPIs.
- Produce digital intelligence for result-based reporting, monitoring, evaluation and decision-making: collection of relevant data and application of evaluation methods and tools (audience feedback and response systems) for insightful result-oriented analysis.
- Produce quarterly monitoring analysis to track progress and identify corrective actions and opportunities for further efforts. This point would input “Quarterly Implementation Report” under WPO.
- Provide biannual and annual analysis to evaluate progress towards goals, provide lessons learned, identify opportunities and suggest recommendations for next year’s event plan implementation. This point would input “Annual Implementation Report” under WPO.
- Produce post-event reports under ECMWF Copernicus Services request to evaluate the achievement of expected results in addition to logistics, administrative and financial information or attendee’s satisfaction.

WP2 Monitoring and Evaluation

<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L3.2.1-2021Q3 D30L3.2.1-2022Q1 [...]	Tenderer	Presentation to ECMWF Copernicus Communication Team	Bi-annual report: result- based quality and quantity analysis	Biannually on 15/03, 15/09

Lot 4: Media buying, media partnership and campaign services

The successful Tenderer will be led by ECMWF Copernicus Services' Communication Strategy implemented by Lot 1, lot 2 and lot 3 and will scout opportunities for media partnerships, sponsorship opportunities, insight-led marketing and campaigns (on-line, OOH, social media campaigns) in order to increase ECMWF Copernicus' brand visibility and audience awareness.

Tenders will cover media partnership and/or sponsorship opportunities that could be entered in to immediately as well as an approach to finding, agreeing and managing future media buying and campaign activities.

We currently have media partnerships with Euronews and CNN that provide branded sponsorship of climate and air quality broadcasts using our data, as well as sponsored web articles. We are interested in and encourage options for partnerships and sponsored content with these organisations, any other potential media partners and indeed other paid-for but partner non-specific opportunities (such as digital and social ads, adwords etc).

WPO: Management and coordination

WPO covers the management of Lot 4 and monitoring delivery of the contract as agreed with ECMWF Copernicus. Under this work package, the successful Tenderer of Lot 4 shall work cooperatively and in close collaboration with the successful Tenderers of Lot 1, Lot 2 and Lot 3 in order to scout, arrange and manage media buying and sponsorship opportunities as agreed, and in line, with ECMWF Copernicus services needs and expectations.

The bid shall include outlines of roles and responsibilities of keypersons involved in the contract.

As part of the general contract management description, the Tenderer shall include the following elements in line with the reporting and planning requirements as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.

- Lot 4 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors, and is expected to clearly demonstrate how it intends to manage subcontractors' activities and how it will deal with conflicts and underperformance. The Tenderer may allocate new sub-contractors to specific tasks throughout the contract and should put in place an auditable selection process. Any changes in the list of subcontractors throughout the full duration of the contract shall be communicated to ECMWF for prior acceptance. A paper on the selection process should be proposed to ECMWF for approval as a deliverable by T0+1month.
- Management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of the Volume V Framework Agreement.

The methodology may be revised on an annual basis upon acceptance by ECMWF. In their ITT response, Tenderers shall propose an outline of a quality assurance process, covering both content as well as service delivery. Furthermore, the Tenderer shall also propose to ECMWF a set of Key Performance Indicators (KPIs) suitable for monitoring various aspects of the service performance, together with a risk register including mitigation measures. Both KPIs as well as the risk and mitigation register shall be reviewed on a quarterly basis and updated if appropriate.

Regular (weekly and as needed) teleconferences with ECMWF's Copernicus Communications team will be arranged as part of the Lot 4 management plan.

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones for this work package already indicated in the tables below. Volume IIIA will be used by the Tenderer to describe the complete list of deliverables, milestones and schedules for each work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables. Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key activities would include:

- Define metrics and tools to report against ECMWF Copernicus KPIs, dictated by the European Commission. Other KPIs could be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.
- Provide seamless delivery of the events services for ECMWF Copernicus and in line with the agreed KPIs
- Contribute to effective coordination of projects executed with the other Lots under Lot1 leadership.

- Participate in weekly meetings (and additional adhoc meetings as required) with ECMWF Copernicus Communication team, and other lots as required, for planning communication activities and follow up with specific projects.
- Elaborate and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
- Design implementation plan for delivery of communication services.

Deliverables for this work package shall include the following reports:

WPO Management and Coordination				
#	Responsible	Nature	Title	Due
D30L4.0.1-2021Q3 D30L4.0.1-2021Q4 [...]	Tenderer	Report	Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i>	Quarterly on 15/01, 15/04, 15/07 and 15/10
D30L4.0.2-2022 D30L4.0.2-2023 [...]	Tenderer	Report	Annual Implementation Report YYYY <i>YYYY being the Year n-1</i>	Annually on 28/02
D30L4.0.3	Tenderer	Report	Final report	60 days after end of contract
D30L4.0.4-2021 D30L4.0.4-2022 [...]	Tenderer	Other	Preliminary financial information YYYY <i>YYYY being the Year n-1</i>	Annually on 15/01
D30L4.0.5-2022 D30L4.0.5-2023 [...]	Tenderer	Report	Draft Implementation plan YYYY <i>YYYY being the Year n+1</i>	60 days after signing of contract for Year N+1 Annually on 28/02
D30L4.0.6-2022 D30L4.0.6-2023 [...]	Tenderer	Report	Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i>	Annually on 31/10

D30L4.0.7-2022 D30L4.0.7-2023 [...]	Tenderer	Other	Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i>	Annually
D30L4.0.8-2022 D30L4.0.8-2023 [...]	Tenderer	Other	Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i>	Annually
M30L4.0.9	Tenderer	Other	Kick-Off meeting – Minutes of meeting	Start of contract
M30L4.0.10.1 M30L4.0.10.2 [...]	Tenderer	Other	Progress Review Meeting / Payment Milestone 1 [...] - Minutes of meeting	Frequency of payment review or quarterly

WP1: Media buying, media partnership and campaign services

The successful Tenderer will scout, broker and manage opportunities for media partnership, sponsorships, insight-led marketing and advertising (e.g. digital, OOH, social media campaigns) in order to increase ECMWF Copernicus brand visibility and credibility whilst strengthening the Services' thought-leadership across Europe. As a secondary objective, these actions would support the visibility of the European Union's Green Deal ambitions in Europe and beyond.

Products and services for this work package shall include, but are not limited to the following:

- Propose, broker and manage opportunities for media partnerships with high-tier media outlets to promote ECMWF Copernicus Services' products and services in Europe and beyond, to target decision makers across business and policy domains.
- Propose, broker and manage opportunities for sponsorships with media outlets, or any other organization/company relevant to achieve ECMWF Copernicus communication goals, in the shape of events or branded content designed to reach out to specific audience groups and/or the general public.
- Propose, broker and manage opportunities for branded content campaigns and advertorials in journals or magazines to reach out to specific audience groups and/or general public according to circumstances, opportunities and expected results, in the shape of newsletters, adver(edi)torials, editorials, articles, features, morning briefings, multimedia stories or immersive content (storytelling, augmented experience, docu-style video series, illustrated article, rich-media

narrative, podcasts, TED talks), corporate videos, interview videos, animation and motion graphics and event videos, amongst others.

- Scout, broker and manage opportunities for advertising campaign in digital and off-line media including Out of Home (OOH) campaigns or social media campaign for maximizing exposure and brand visibility under specific circumstances stated by ECMWF Copernicus.
- Create and execute the plan to direct traffic to any action under this service lot.
- Create concept and produce all content/banners/formats including definition, coordination and production of any graphical elements to support the proposed approach e.g., adverts, images, logos; and coordinate the co-branding so that ECMWF and Copernicus branding guidelines are adhered to and CAMS and C3S are sufficiently visible in the final execution. In order to implement this point, the Tenderer may therefore need to consider collaboration with subcontractors.
- Advise on the technical products from the CAMS and C3S portfolio that will be used; any datasets, mechanism and/ or frequency by which they should be provided; any specific format for products and data that might be required and that ECMWF would need to support and any key staff to whom ECMWF might have to provide access to on a regular basis e.g., scientists, Communication Team, Heads of Service.
- The successful Tenderer will sign and manage any contract with a third party to undertake an action under this service lot on behalf of ECMWF, will act as the primary contact for ECMWF liaising with the third party in a day-to-day basis and as the contact for issue management and resolution; will ensure that deliverables and deadlines are set and met; and will convene and attend meetings with ECMWF and the third party in all phases of work.
- The successful Tenderer will work in close collaboration with lot 1 -and lot2 and 3 if need be-, to suggest, create and produce any action under this service lot, for ensuring correct application of branding guidelines, design consistency and alignment with ECMWF Copernicus Services' Communication Strategy and plans.

WP1 Media buying, media partnership and campaign services				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D30L4.1.1-2021Q3 D30L4.1.1-2021Q4 [...]	Tenderer	Other	4 on-line banner campaign: concept, graphic design and copy	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L4.1.2-2021 D30L4.1.2-2022 [...]	Tenderer	Other	1 immersive content advertorial: concept, graphic design and copy	Annually on Q2 30/06
D30L4.1.3-2021Q3	Tenderer	Other	4 advertorial campaigns in news outlets: concept and writing	Quarterly on 31/03, 30/06,

D30L4.1.3-2021Q4 [...]				30/09 and 31/12
D30L4.1.5-2021Q3 D30L4.1.5-2021Q4 [...]	Tenderer	Other	8 out-of-home campaigns: concept, graphic design and copy	Quarterly on 31/03, 30/06, 30/09 and 31/12
D30L4.1.6-2021 D30L4.1.6-2022 [...]	Tenderer	Other	1 media partnership	Annually on 31/12
D30L4.1.7-2021Q4 D30L4.1.7-2022Q2 [...]	Tenderer	Other	2 sponsorships with branded content	Biannually on 30/06 and 31/12

WP2: Monitoring and evaluation

In addition to reporting for contract management purposes, the successful Tenderer shall undertake regular result-based monitoring and evaluation for analysis and insight, will explain tools and methodology used and will present it to ECMWF Copernicus Services for approval. Monitoring and evaluation will provide progress towards goals, results achieved, lessons learned and recommendation for changes to ECMWF Copernicus Communication Team's approach. The monitoring and evaluation work package will be key for a successful implementation of ECMWF Copernicus Services' Communication Strategy providing inputs and information for communication decision making.

In this specific lot, this responsibility would entail the availability of result-oriented reporting, analytics and insightful metrics to measure and track all campaigns, events and actions under this lot in agreement with third parties (media outlets, journals, magazines, organizations, companies) and ECMWF Copernicus Communication Team.

WP2 Monitoring and Evaluation				
#	Responsible	Nature	Title	Due
D30L4.2.1-2021Q3 D30L4.2.1-2022Q3	Tenderer	Presentation to ECMWF Copernicus Communication Team	Bi-annual report: result- based quality and quantity analysis	Biannually on 15/03 and 15/09

3. General requirements

3.1. Coordination between Lot 1, Lot 2, Lot 3 and Lot 4

Under Lot1 leadership, the successful Tenderers will work in close collaboration, ensuring harmonization of their work across four Lots and related work packages in order to provide coordinated and impactful communication activities that adhere to brand guidance and support implementation of the ECMWF Copernicus Communication Strategy.

ECMWF is looking for effective delivery of Copernicus communication and the successful Tenderers will be expected to work in a way that maximises the impact of all Lots' activities through synergy and coordination. A collaborative and holistic approach is expected to reduce silos, realise unified messaging and positioning of the services across all the channels and achieve the communication goals: to raise awareness and understanding of C3S and CAMS; the value that the services and their products, tools and data bring to decision-making and the economy; ECMWF's role in implementing the services; and to support user uptake of C3S and CAMS data.

3.2. Implementation schedule and contract duration

Tenderers for each Lot should provide an outline time plan and schedule as part of the tender response (a detailed plan will need to be provided by the successful Tenderer in T0 + 1 month). The proposed time plan and schedule shall address the main tasks, inputs, outputs, intermediate review steps, milestones, deliverables and dates. Regular progress meetings will be held with ECMWF during the contract to assess projects status, risks and actions.

The products and services shall be delivered in the context of a framework agreement(s) which is expected to run between 01 July 2021-30 June 2024 (with the possibility of a 12-month extension at the discretion of ECMWF).

3.3. Meetings

As well as the regular weekly progress meetings mentioned above, the successful Tenderers for Lot 1, Lot 2, Lot 3 and Lot 4 are required to participate in weekly, monthly or fortnightly meetings in order to accomplish specific projects. These appointments will be set up in collaboration the with successful Tenderers and according to the communication plan.

3.4. Deliverables

Expected contract management deliverables under WPO are outlined in section 2. Some additional deliverables may be agreed with the successful tenderer during the negotiation stage.

The IPR of the communications and outreach content produced as part of the contract will rest with the European Commission. The exact wording of such remains under discussion with the European Commission and hence Tenderers are asked to note that the relevant terms and conditions on IPR as laid down in “Clause 3: Intellectual Property Rights” of Volume V Framework Agreement may need to be amended prior to contract signature.

It is a condition of EU funding that ownership of the deliverables (including intellectual property rights) developed with Copernicus funding passes from the suppliers to the European Union via ECMWF. Ownership will pass from the date of creation. Suppliers will be granted a non-exclusive licence to use them for any purpose.

All software and products used by the successful Tenderer to produce the deliverables will remain the property of the successful Tenderer, except for those components which are acquired or created specifically for the purposes of Copernicus, with Copernicus funding, and which are separable and useable in isolation from the rest of the successful Tenderers’ production system. The identity and ownership of such exceptional components will be passed from the suppliers to the European Union via ECMWF. The successful Tenderer will be granted a non-exclusive licence to use them for any purpose.”

3.5. Documents and reports

All project reports, material and other documents shall be produced in English. The quality of these shall be equivalent to the standard of peer-reviewed publications and practice. Unless otherwise agreed by ECMWF, documents and reports shall be made available to ECMWF in electronic format (PDF/Microsoft Word/Microsoft Excel or compatible) and follow official ECMWF’s template.

3.6. Key Performance Indicators

The service shall be delivered in iterative cycles on a quarterly and annual basis. At the end of each year, a service readiness review shall take place that will include assessment of a set of Key Performance Indicators (KPIs). The KPIs shall be designed to quantify different aspects of quality of service against the requirements described in this document.

Complementing European Commission’s KPIs and as part of their bid, Tenderers shall specify a proposed set of KPIs appropriate for the service, e.g. relating quality of organised events, increased ECMWF

Copernicus services share of voice and thought leadership, coverage/mention in major media outlets in Europe and/or globally, engagement of ECMWF Copernicus' audiences, number of unique website visitors or new followers on social media platforms, etc. These KPIs may be refined, in agreement with ECMWF Copernicus Communication Team, during the lifetime of the contract.

4. Tender format and content

General guidelines for the Tender are described in Volume IIIB. Specific requirements to prepare the proposal for this tender are described in the next subsections.

Whether applying for individual or multiple lots, the Tenderer shall provide an executive summary of the proposal, describing the objectives, team and service level according to the technical requirements listed in the section 2 of this document:

- *Lot 1 proposals* shall contain a description of the approaches for delivering corporate communication and public outreach services, implement public outreach strategy, coordinating the implementation of the Communication Strategy across Lots, producing content and quality graphic design across different channels and within different formats to target primary ECMWF Copernicus Services' audiences: policymakers and those organisations that support them, priority economic sectors and institutions, and general public (as part of more general awareness raising). Proposals should also include Lot 1 relevant examples from the Tenderer's current portfolio, including any examples of compelling multimedia outreach content including design for displays, promotional material, visuals etc, and presentation of complex scientific information in a creative digestible way. As part of the proposal, Tenderers should also clearly specify a methodology for how they will lead the coordination of the Lots, assess the impact of their activity and the successful delivery against KPIs.
- *Lot 2 proposals* shall contain a description of the approaches for delivering media relations services to reach out to mass media and trade and vertical media to target specific groups, to implement a thought-leadership strategy and to produce engaging press content for different media formats including digital, print and broadcasting. Proposals should also include relevant examples from the Tenderer's current portfolio including any previous examples in presenting complex scientific information to the media. As part of the proposal, Tenderers should also clearly specify a methodology for how they will assess the impact of their activity and successful delivery against KPIs.
- *Lot 3 proposals* shall contain a description of the suggested approach for delivering experiential marketing and event services to target policy makers, international and non-profit organizations, businesses or academia and scientists, ideally including an experiential component designed to

engage audiences during virtual or in-person events. In addition, Tenderers should provide relevant examples from their existing portfolio. As part of the proposal, Tenderers should also clearly specify a methodology for how they will assess the impact of their activity and successful delivery against KPIs.

- *Lot 4 proposals* shall contain suggested media buying, advertising and branded content initiatives along with timeframes (duration, launch dates throughout the year where applicable) in order to heighten ECMWF Copernicus Services’ profile among policy makers, to boost public awareness and support user uptake activity. In addition, Tenderers should provide relevant examples from their existing portfolio. As part of the proposal, Tenderers should also clearly specify a methodology for how they will assess the impact of their activity and successful delivery against KPIs.

Tenderers are invited to bid for individual or multiple Lots. Where Tenderers are bidding for more than one Lot, they should highlight in their response the synergies across the services they bid for and how this improves value for money to ECMWF.

Section 4 also includes Case Studies (4.6 - one per Lot), as an example of quality, and Pricing Scenarios (4.7), for price evaluation purposes only, which Tenderers must respond to.

4.1. Page limits

As a guideline, it is expected that individual sections of the Tenderer’s response do not exceed the page limits listed below. These are advisory limits and should be followed wherever possible, to avoid excessive or wordy responses.

Section	Maximum page limit
Track Record	2 (for general) and 2 (per entity)
Quality of Resources to be Deployed	2 (excluding Table 1 in Volume IIIB and CVs with a maximum length of 2 pages each)
Case Studies	3 per scenario
Management and Implementation	10 (excluding Table 3, Table 5 and Table 6 in Volume IIIB) + 2 per each work package description (Table 4 in Volume IIIB)
Pricing Table	No limitation

4.2. Specific additional instructions for the Tenderer's response

The following is a guide to the minimum content expected to be included in each section, additional to the content described in the general guidelines of Volume IIIB. This is not an exhaustive description and additional information may be necessary depending on the Tenderer's response.

4.3. Track Record

ECMWF encourages creativity and innovation in creating effective events, impactful public outreach campaigns, and engaging multi-platform content for its communications activities. When detailing experience, examples or case studies, as requested below, Tenderers are encouraged to provide evidence of impact and how this could be of benefit to ECMWF Copernicus Services. ECMWF may ask for evidence, reference or performance review related to the examples provided.

As a part of their track record, Tenderers shall provide in their proposal examples from their portfolio, especially those relevant to the Lot they are applying to by including links to websites, videos and/or other multimedia and visual material.

The *Lot 1 Tenderer* shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at international level, including solid experience in drafting, strategic planning, organising and delivering multi-platform content and campaigns for complex organizations or company with international reach. Proposals should also mention any previous examples in dealing with and presenting complex scientific information in a creative understandable way.

The *Lot 2 Tenderer* shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector including solid experience in organising, planning and delivering extensive mass media and targeted press campaigns and media activities to engage journalists at an international level. Proposals should also include any previous examples in dealing with presenting complex scientific information to the media.

The *Lot 3 Tenderer* shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at international level, including solid experience in organising, strategic planning and managing key physical and virtual events to deliver satisfactory and engaging experiences with the brands on behalf of clients.

The *Lot 4 Tenderer* shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at international level, including scouting and managing on behalf of brands media partnerships and sponsorships, digital advertising campaigns,

out of home campaigns or branded content initiatives with high-tier media outlets, journals or magazines, as well as companies offering branded content opportunities other than media.

4.4. Quality of Resources to be deployed

The Tenderer shall propose a bespoke team with the skills required for providing both strategic and operational services that meet the technical requirements set out in section 2 and with native English equivalent speaking and writing skills.

The team shall include a Service or Account Manager with at least 5 years' experience in management of similar work to that of the ITT. The Tenderers shall describe the experience of the Service or Account Manager and the dedicated technical project team -including their curriculum vitae- in performing activities related to the various aspects of this tender.

The tenderers are expected to align the proposed team members/specific roles with the following hierarchical categorisations, (for the purpose of fee comparison) and specifying the broad skill profiles within each:

- L1_Manager
- L2_Senior expert
- L3_Expert
- L4_Support staff

Actual titles, responsibilities and skill profile may differ between Lots, but the breakdown of the fees should be aligned with the categories above and followed throughout the Framework Agreement.

ECMWF Copernicus Services' technical evaluation panel will carefully evaluate the Service/Account manager's and team member's profile and technical skills to respond to ECMWF Copernicus' communication needs.

4.5. Consulting, Management and Implementation

As part of their response, it is imperative that Tenderers demonstrate strong advisory and management skills, ideally with emphasis on the following areas:

- Creativity and innovation, thinking conceptually and practically
- Problem-solving and strategic planning ability
- Analytical skills and clarity about goals
- Resources management: skillsets/availability of experts/geographic coverage
- Time management: efficient and rapid mobilisation of necessary resources

- Subcontract management / Conflict resolution
- Team management for effective account management
- Quality assurance: control/monitoring / thresholds
- Cost control and financial management: procurement and accounting policies/procedures/systems
- Risk management: assessment and mitigation.

With regards to cost control and financial management, and in line with ECMWF's principles of transparency, non-discrimination, equal treatment and effective competition when procuring, together with economy and sound financial management, it is a requirement that Tenderers are able to evidence their policies, procedures and controls necessary to achieve the following:

- Procurement procedures that ensure a proper framework and identification of conflicts of interest
- Selection based on a combination of efficiency, economy and effectiveness to achieve best value for money (ie not necessarily the cheapest)
- Not include any requirements that may unjustifiably prevent bids
- Ensure that potential Tenderers are given the same information to allow them to bid and, if applicable, to refine their bids during the evaluation phase
- Sound contractual relationships with suppliers
- Auditable payment process from purchase order (or equivalent) to payment following receipt of goods / service that has robust checks and /or controls hierarchy
- Adequate records to evidence payments made on behalf of ECMWF under this contract

At this stage, Tenderers should outline how they would achieve these principles using existing, or to be implemented, practices. The successful Tenderer(s) will subsequently need to evidence such during the contract negotiation stage and should be willing to make amendments where the controls are considered inadequate by ECMWF.

Additionally, for each Lot, the Tenderers shall also provide an overview of their methodology / approach to the proposed activities, typical timescales to complete the activities, and how the activity would be planned and managed.

Deliverables should be consistent with the technical requirements specified in section 2, additional deliverables may be added if required. The number of milestones is not restricted, but they should be designed as markers of demonstrable progress in service development and/or quality of service delivery.

Elements as described in the chapters on WPO for Lot 1, Lot 2, Lot 3 and Lot 4 shall be taken into account in the response to this section.

Tenderers are free to make proposals that they consider necessary for the effective management and implementation of the contract.

Tenderers shall also provide a list of sub-contractors (if applicable) describing their contribution and key personnel, legal names and addresses, and complete an organigram as described in section 4.2 of Volume IIIB.

Reference is also be made to the further requirements detailed in Section 4 of Volume IIIB.

4.6. Case studies

As part of the bid, we ask Tenderers to explain and demonstrate how they would manage the respective case studies related to the Lot(s) for which they are applying, detailed below in order to **provide solutions that would achieve the most impact and best value for money for ECMWF Copernicus services.**

Tenderers are expected to outline their proposed solutions as well as to include reference to, and examples of, creative solutions used in their previous projects that exemplify their suitability, experience and success in implementing such an approach.

Please note that the case study should not exceed a maximum of 3 pages per case, however, additional material such as illustrations and links to other multimedia, videos or websites may be included as an annex to illustrate proposed solutions.

Tenderers should show how they will manage the whole case study project on behalf of ECMWF Copernicus Services from planning to delivery, with detail on methodology and tools used as well as any other suppliers involved at any stages.

The Tenderers will also need to demonstrate that they have the ability to deliver communication activity across Europe, ideally to the same or similar audiences and sectors outlined.

Measurement and evaluation of communication outcomes and KPIs are important and so Tenderers are required to present evidence of this as well as solutions for high level risk mitigation.

Lot 1 – Corporate communication, content production and design services case study

ECMWF Copernicus Services wish to launch a flagship European report, the contents of which uses the Services' data. As part of the communication plan, there is a digital public outreach campaign, the objective of which is to drive traffic to the flagship report published on one of the ECMWF Copernicus Services' websites. By producing the report itself and designing a targeted outreach campaign you will help ECMWF Copernicus raise awareness of the report and inform policy / decision makers and the

general public about the scope and findings of the report, what those findings mean and the Copernicus programme.

Geographic coverage/target: EU Member States

Campaign duration: 1 month

Overall budget: Not to exceed 75,000 Eur

As part of the case study, the Tenderer should develop key messages and propose their plan to deliver a creative solution for the report and the digital campaign, detailing the preferred approach for each chosen digital platform, together with why these are targeted, stating the number and type of audience aiming to be reached.

Case study solution should include how the Tenderer would approach the following elements:

Concept creation, design and production of the report

Concept creation and coordination of the digital outreach campaign across the Lots

Creation and management of channel plan and associated content where not delivered by other Lots

Management of the delivery of the communication plan across Lots.

Written content: Main storyline for each platform and content generation.

Visual content: Draft outline of any visual content and production that will be used.

Examples from Tenderer's current or previous projects should be used to illustrate proposed multimedia content.

Tenderers should outline their management and implementation plan for the proposed campaign including subcontractors that will be involved in any stage of the project. An evaluation methodology and tools for assessing project KPIs should be also incorporated in the proposal.

Lot 2 – Media relations case study

ECMWF Copernicus Services is launching a flagship European report and as part of the communication plan is including a media relations campaign. The objectives of the press activities are to raise awareness of the report and strengthen the Services' thought-leadership position in relation to climate analysis, mitigation and adaptation solutions, through amplification to via the media and associated coverage in Europe and beyond. The campaign should include media outreach activities including pre-briefing, production and distribution of quality and engaging press content to inform decision makers and policy

makers about the scope and findings of the report and the Copernicus programme, especially C3S and CAMS products.

Overall budget: Not to exceed 50,000 Eur

Campaign duration: 1 month

Target countries: Germany, Spain, Italy, France, Belgium, Netherlands, Czech Republic, Poland, Sweden, Croatia, Austria and Switzerland

Responding to the objectives outlined and as part of the case study, the Tenderers should draft the media relations campaign with detail of the preferred approach for reaching out to media, suggested timescales, media mix and how to engage them. In addition, the Tenderer should indicate creative solutions for any accompanying content with examples from Tenderer's current or previous projects used to illustrate proposed content.

The Tenderers will include a proposal to host and organize a virtual media briefing, including a platform and engagement dynamic for optimizing journalists' involvement.

The Tenderer should outline the management and implementation plan for proposed activities including resources and cost planning and subcontractor selection and management process for each stage of the case study. An evaluation methodology and tools for assessing project KPIs should also be incorporated in the proposal.

Lot 3 – Event and experiential marketing case study

The European Commission has entrusted the two Copernicus services run by the ECMWF to organize and coordinate a Copernicus event to launch the ECMWF Services' flagship European report and mark Earth Day 2021 (22nd April). The event should be organized in one of the EU member states in a stand-out venue most suitable for the main theme of the event. It should include representatives from all entrusted entities and stakeholders implementing the Copernicus Programme. In addition, a Copernicus Committee meeting, involving 40 representatives from each the 28 EU Member States and the European Commission, will be held at the same venue on April 21st.

- Overall budget: Not to exceed 100,000 Eur*
- Expected attendance per event – 300 max*
- Duration: 1 + 1 day*
- Main theme: European climate observations*
- Target audience for the event: Policy makers and business decision-makers*

As part of the case study Tenderer should propose the most suitable venue and/or virtual platform and format (including experiential marketing) for the event describing how it will manage the whole project on behalf of ECMWF Copernicus services from strategic planning to delivery, including space rental /platform licensing and logistics. The Tenderer should specify the criteria and parameters taken into account to come up with a solution.

The case study should include an outline of the event programme, with suggested speakers and any creative solutions related to the displays, visuals and takeaway material (which should be presented in both English and, if different from English, the local language). Details of the event publicity campaign, with tools and platforms used, should be also included.

The Tenderer should outline their management and implementation plan for the proposed event and meeting including resources and cost planning and the subcontractor selection and management process for each stage of the case study. An evaluation methodology and tools for assessing project KPIs should be also incorporated in the case study proposal.

Copernicus is a flagship programme run by the EC and hence it is expected that the venue, displays and visuals, and the management of such, proposed under this case study will reflect an appropriate level of quality, professionalism and finesse.

Lot 4 – Media buying and branded content case study

ECMWF Copernicus Services is launching a flagship European report and as part of the communication plan is including budget for media buying/partnerships, branded content or advertising. The objective of the campaign would be promoting the services as providers of information for decision-making, with particular emphasis on raising awareness of and driving traffic to the report. The activity would target policy makers across Europe in particular.

Overall budget: Not to exceed 100,000 Eur.

Campaign duration: 1 month

Responding to the objectives outlined and as part of the case study, the Tenderers should propose Their recommended media buying, partnerships, brand content or campaign opportunities (media and format) to target the preferred audience of the campaign with good value solutions to promote C3S and CAMS, using the report as a hook to show the value of the Services.

The Tenderer should illustrate their proposed creative solutions with examples from Tenderer's current or previous projects.

The Tenderer should outline

*The management and implementation plan for proposed activities including resources and cost planning and subcontractor selection and management process for each stage of the case study.
An evaluation methodology and tools for assessing project KPIs should also be incorporated in the proposal.*

4.7. Pricing

Tenderers are expected to present their pricing using the MS Excel files as included in Volume IIIA, for WPO. Note that at this stage of the Tender process, the Bidders are required to provide their prices for *WPO only* and the tab name 'Price Scenario' which is only applicable to the scenarios under 4.7.1, 4.7.2, 4.7.3 and 4.7.4 of this document. Please complete the pricing scenario for which you are tendering for:

Daily Fee rates shall be calculated on salary costs, profit rates and indirect costs per different levels of experts involved:

- L1_Manager
- L2_Senior expert
- L3_Expert
- L4_Support staff

Actual titles, responsibilities and skill profile may differ and should be specified for Lot 1, Lot 2, Lot 3 and Lot 4. Both fees and levels of skills should be applied throughout the duration of the Framework Agreement from the agreement at negotiation stage.

4.7.1. Pricing Table for Lot 1

For Lot 1, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA (Price scenario).

Price determination scenario for Lot 1:

Public Outreach Scenario: United Nations COP26 conference digital coverage campaign

The Copernicus Climate Change Service (C3S) and Copernicus Atmospheric Monitoring Service (CAMS) are organising a side event at the forthcoming COP26 in Glasgow, UK in 2021. The event will be organised in the European Pavilion together with European Commission and other Copernicus services. ECMWF would like to generate extensive and impactful digital coverage of this event using CAMS and C3S websites and social media platforms.

Duration - 2 to 3 weeks

Format - Digital coverage campaign for the event with pre- and post- event articles on CAMS and C3S websites and social media coverage with an emphasis on visuals for each channel. Social media coverage should include live event tweeting as well.

In addition, one 90" wrap-up post-event video should be produced for use on Copernicus ECMWF YouTube channel and to be embedded in the post-event website article.

Please note that ECMWF has a Copernicus Web Officer who would be the main point of contact for any queries or approvals needed.

4.7.2. Pricing Table for Lot 2

For Lot 2, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA (Price scenario).

Price determination scenario for Lot 2:

Press Scenario: Press release campaign

The Copernicus Climate Change Service (C3S) has observed that last month's global average temperatures have dropped for the first time in 3 decades and would like to generate and issue a press release (within a week) and achieve global press coverage.

Duration - 1 week

Format - Press release will be drafted in English and based on the C3S scientists' input that would need turning into more media friendly content with an attention grabbing but accurate headline.

The press release would need to be translated into French, Spanish, German, Polish, Croatian, Czech, Swedish, Dutch and Italian and sent to relevant journalists in those languages (Please state your chosen distribution channels and key media outlets/journalists targeted, together with your reasoning).

Following the release, the media relations agency would have to curate and attend media enquiries and arrange interviews for ECMWF Copernicus' spokespeople. As part of the arrangements, the agency

would have to prepare interview briefings with a proper insight including previous coverage of the media outlet or the journalist on ECMWF Copernicus Services.

The release would be published on the Copernicus Climate Change Service website as well as any other digital platforms used in campaign.

Please note that ECMWF has a Copernicus Press Lead who would be the main point of contact for approval, queries and any interview requests.

4.7.3. Pricing Table for Lot 3

For Lot 3, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA (Price scenario).

Price determination scenarios for Lot 3:

Event Scenario 1: Copernicus Climate Change Service organised conference

The Copernicus Climate Change Service is organising an international conference in Rome, Italy that will be attended by scientists and experts from across the world.

Attendance - 350 attendees

Duration - The event will take place over 5 days

Format:

The conference will consist of various sessions, panel discussions and presentations to all attendees on all days, requiring one theatre style room that can accommodate this number.

An additional space will be needed for 2 poster sessions (50 posters each) along with display boards and support in printing the posters, setting up the room and dismantling.

Schedule:

Day 1 will start at 13.00 for delegates (no lunch)

Day 2 the Ice-breaker will start at 17.30 – 19.30

The Conference Dinner on Day 4 will start at 19.00- 21.00

Day 5 will finish at 15.00 on Friday (no coffee break in the pm)

Event catering:

Day 2-4: Coffee breaks x 2 + Day 1 pm coffee break + Day 5 am coffee break

Day 2-5: Lunch

Day 2: Finger food and drinks for evening Ice-breaker

Day 4: Conference Dinner for up to 350 people

The Tenderer should take into account all following costs:

- Venue sourcing and management (minimum requirements: 4 star hotel or similar in line with the concept of the Service)*
- Set up and management of the event registration page*
- Online registration, fee payment and abstract submission management*
- Provision and delivery of name badges, lanyards*
- On-site set up and support including running of Registration desk (4 persons)*
- Provision of on-site technical support facilities including 1 projector, 3 laptops, 2 screens, 4 wireless microphones and Wi-Fi*
- Provision of catering*
- Provision of event live-streaming within main room*
- Provision and shipping of on-site event banners, take-away promotional material and event programme*
- On-site support including personnel/points of contact and office facilities including printer, stationery and storage*
- Written evaluation of the event for presentation to ECWMF and reporting to the European Commission*

Event Scenario 2: Science Fair attended by ECMWF Copernicus services

The ECMWF Copernicus Communication Team have identified a science fair in San Francisco, US where they would like to promote the Copernicus Services.

Overall event attendance - 2000

Duration - The fair takes place over four days, from Thursday to Sunday with Wednesday prior available for set-up.

Format - The ECMWF Copernicus services require an interactive exhibition stand at the fair and sponsorship options for promoting the Services and Copernicus brand.

Work to be undertaken by Tenderer

- Sourcing of most appropriate location for stand according to floor plan, and any recommendation for any sponsorship opportunities/activities on site in order to heighten visibility*
- Booking and payment of exhibition stand space and sponsorship opportunities*

- *Concept recommendations and designs for stand*
- *Exhibition stand production, construction and de-construction once the event is finished.*
- *Promotional material and graphics - recommendation, creation where necessary, and collation - in conjunction with Lot 1.*
- *All shipping and logistics.*
- *On-site management of the expo-stand on behalf of the ECMWF (2 persons) including quality checks.*
- *Written evaluation of the event for presentation to ECWMF and reporting to the European Commission*

Stand specifications:

- *Stand size: 12m²*
- *Two large touch screens for websites display, with USB port + 2 tablets*
- *1 additional large touch screen for videos with USB port + 1 laptop*
- *2 high round tables*
- *4 highchairs*
- *5 beanbags*
- *1 counter desk display with lockable storage cupboard*
- *1 wall brochure holder*
- *1 merchandise exposition wall*
- *Remote control for monitor*
- *Additional storage space*
- *Customised Wi-fi internet connection*
- *Counter graphics*
- *Wall graphics*
- *1 trash bin*
- *Power supply*
- *General lighting & carpet*

Promotional material will need delivering and displaying/setting up at the stand (brochures, USBs, videos etc.).

4.7.4. Pricing Table for Lot 4

For Lot 4, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA (Price scenario).

Price determination scenarios for Lot 4:

Scenario: Media buying and branded content campaign

As part of increasing awareness, understanding of and ultimately usage of C3S and CAMS information, products and tools for decision-making, ECMWF's Copernicus Services would like to place and advertise content on audience-relevant channels, to illustrate the Services' value to decision-making.

The primary target audiences are European, national and local policy-makers, and the decision-makers in the organisations that inform or influence them.

Work to be undertaken and costed:

- A digital traffic-driving ads with 1 media outlet with 100% Share of Voice for 1 month
- One YouTube Live with partner, host and three panellists
- 12 pieces of written content of 600 words maximum to be placed over the course of 1 year

Costs to be accounted for:

- Creation and management of the media plan
- Management of the design, production and placement of digital ads - proposed design and two revisions
- Production of 12 feature articles (600 words max in English) including initial drafting and two revisions per article
- Sourcing partners, brokering costs and conducting the media-buying of approved options
- Management of the media partner(s)
- Evaluation and reporting of performances, along with recommendations for adjustments where necessary

Please note that ECMWF has a campaign lead who would act as the main point of contact for approvals and queries.

4.7.5. Pricing for Service Contracts

For each new Service Contract launched within the Framework Agreements of Lot 1, Lot 2, Lot 3, Lot 4, price will be determined with the successful Tenderer for the specific activities covered within that Service Contract.

The price will be based on the daily fee rates fixed at the signature of the Framework Agreement, eventual travel costs and other direct costs such as event logistics, promotional material, etc.