



BRIEF

TED e-notice FR-Paris: Dairy Products

2020/S 243-602121

Sent on 09/12/2020

OPEN PROCEDURE

**Evaluation study of a multi country programme
to restore normal market conditions for milk & milk products
in the internal markets
of 5 Members States, presented by EMF for**

DDB (Denmark), VLAM (Belgium), CNIEL (France), NDC (Ireland) and DCNI (United-Kingdom/Northern Ireland)

The participating evaluation agencies must send their applications AND bids at the latest by January 25th, 2021 at 12:00 (UTC+1) in digital format to ipintacosta@cniel.com, dpoisson@cniel.com, nbayer@cniel.com, skane@cniel.com and frederik.vandermersch@vlam.be and by post with one print copy and one memory stick to Isabelle Pinta-Costa, EEIG EMF 42 Rue de Chateaudun 75009 Paris, tel: +33 1 49 70 71 71

PART A TENDER SPECIFICATIONS

A MULTIPROGRAMME TO RESTORE NORMAL MARKET CONDITIONS FOR MILK & MILK PRODUCTS TARGETING THE INTERNAL OF 5 EUROPEAN COUNTRIES

This multi country programme submitted to the European Commission by the European Milk Forum (EMF), coordinator of the project together with five Dairy organisations-beneficiaries, VLAM, DDB, NDC, DCNI and CNIEL representatives in five European countries, Belgium, Denmark, Ireland, UK/Northern Ireland and France, was accepted by the EU commission.

EMF

Founded in 2011, EMF today gathers the dairy organisations from 8 European countries: Austria, Belgium, Denmark, France, Republic of Ireland, UK/Northern-Ireland, The Netherlands and Norway. All dairy organisations are involved in generic marketing activities in Europe, to promote milk and dairy products. They represent farmers and/or dairy companies.

The legal status of the EMF is a European Economic Interest Grouping, founded in accordance with Council Regulation (EEC) No 2137/85 of 25 July 1985, registered with the Paris Trade Registry on 29 November 2011. The EEIG - EMF is a solid legal entity, perfectly suited to implement its members' common European programmes, ensuring efficiency for the European Commission and Member States.

Visit EMF's multi-country and multi-lingual website: www.milknutritiousbynature.eu

VLAM and BCZ-CBL- Belgium

VLAM, Belgium: VLAM is a non-profit organisation, created after regionalisation in 1995 as the Flemish part of the National NDALTP/ONDAH (created in 1938), that facilitates the marketing of the Flemish agriculture, horticulture, fishery and agro-alimentary sector by promoting the sale, the added value, the consumption and the image of products and services of this sector in Belgium and abroad. It is commissioned by the business community and by the Flemish government and cooperates actively with as many links in the food chain as possible. The two farmer organisations in Flanders, Boerenbond and ABS (Algemeen Boerensyndicaat), are represented in the dairy and the general board of VLAM. The organisations defend the interests of the farmers in Flanders/Belgium and their members pay the contribution for promotion of their products.

BCZ, Belgium: BCZ-CBL (www.bcz-cbl.be) is the professional organisation of the dairy industry in Belgium, and is also represented in the dairy board, within VLAM in the so-called 'sectorgroep zuivel'. BCZ-CBL is the recognised association in VLAM for the dairy industry. The task of BCZ-CBL is to defend the interests of the dairy industry and to participate in the public debate on the topics of dairy products such as food safety, health and sustainability.

DDB- Denmark

The Danish Dairy Board (DDB), Denmark : The DDB (Mejeriforeningen) is the Danish dairy industry association and was established in 1913. The members of the Danish Dairy Board are both cooperative and private dairies as well as commercial enterprises and include 98.6% of all Danish milk. The mission of the Danish Dairy Board expresses the obligations the association has to the Danish dairy industry and its members: We create a basis and framework to ensure that the dairy industry in Denmark has optimum development opportunities in Denmark and internationally. The Danish Dairy Board safeguards a number of common interests in Denmark and abroad in relation to national and international dairy policies, particularly EU policies. The Danish Dairy Board co-operates with other agricultural organisations in the Danish Cattle Federation to create optimum conditions for the cattle sector.

NDC- Ireland

National Dairy Council (NDC), Ireland: The NDC was established in 1964 and is a trade organisation which is funded by a voluntary levy paid by dairy farmers through twenty-one members dairy processors and co-ops in Ireland. The role of the NDC is to build a positive image of milk and dairy in Ireland through marketing and communication programmes that are based on informed scientific evidence. The NDC is a small highly skilled organisation with seven professional employees. The Board of the NDC comprises fifteen members representing dairy processors and the following national organisations: Irish Farmers Association, Irish Creamery & Milk Suppliers Association, National Milk Agency and the Irish Co-Operative Society Ltd.

DCNI - The United Kingdom (Northern Ireland):

The Dairy Council for Northern Ireland (DCNI), Established in 1956, is responsible for the generic marketing of milk and dairy products in Northern Ireland. It is an organisation funded by the Northern Ireland dairy industry, both dairy farmers and dairy processors, through a voluntary levy on milk produced and milk processed. DCNI is a company limited by guarantee, and although it has close working relations with similar bodies in the rest of the United Kingdom, is an autonomous body that acts on behalf of the Northern Ireland dairy industry. As well as being classified according to target audience, DCNI's activities can be classified according to objective: promoting a positive image of milk and dairy products, education and nutrition.

CNIEL - France

CNIEL's Communications Department has been managing collective advertising campaigns on the French and the export markets for more than 20 years. Examples on the domestic market are:

- "Les produits laitiers, nos amis pour la vie" (Dairy products, our friends for life), "Les sensations pures" (Pure sensations), "3 produits laitiers par jour", (3 dairy products a day) "3, le chiffre magique", (3 is the magic number), "N'oublions pas le plaisir",
- Several multi country programmes financed by the Commission, such as "Milk, a force of nature," (EMF, 2014-2016), Cheese Up Your Life (EMF, 2015-2017), Milk Moments (EMF, 2016-2018), Climate, a programme to highlight the positive impact of dairy sector on climate (EMF, 2018-2020), Milk and spoonable, a programme to promote milk, EMF, 2019-2021, and 'New moments with cheese, (EMF, 2019-2021).
- On the export market these include: "The Cheeses of France - Everyday Perfect" (USA) - "Eviva les fromages" in seven European countries, "Cheeses from France" in Korea, "Le fromage en toutes saisons" ("Cheese for all seasons") to promote quality cheeses in Japan, financed by the EC (2014-2016), "The Cheeses of Europe – Make it Magnifique" in USA (2014-2016)

To find out more please refer to: Annual Report 2016 and <http://www.filiere-laitiere.fr/>

This multi programme targeting the internal market will be carried out within the promotion policy of the EU, to face the Covid-19 crisis effects on market conditions relative to dairy products.

The Covid-19 crisis created an exceptional situation for European agricultural and Agri food sector, in particular for dairy sector. This crisis disrupted the international trade in Europe leading to serious disturbance on export results and internal consumption. All stakeholders in the value chain of the dairy activities were hit by the crisis. From dairy farmers to companies, trade and retailers, the supply chain got mobilized to face this unpredictable challenge and adapt to the rapid changes. However, due to this context in 2020, concerns are raising about 2021 perspectives. The dairy sector has now to deal with new uncertainties regarding the growth of exports, trade tensions, slow recovery in food services, etc. The risks of an economic depression and possible second wave of Covid crisis will also have a significant impact on consumers confidence.

More than ever, it appears essential to sustain the domestic demand, and encourage consumption of dairy products as products of European agriculture. These elements are the motivation for a multi-country action in a very disturbed context that came in addition to a deep and long-lasting crisis for milk and milk products.

IMPORTANT

1/ The evaluation of the multi-country information and communication programme subject of this contract has been submitted to the European Union for co-financing in August 2020, and the European Union has fully accepted the application and has given its agreement in writing. The proposition must follow strictly the detailed activities and budget presented in article 4.

2/ The applicants will not receive any compensation for their participation in the pitch.

ARTICLE 1 PURPOSE OF THE BRIEF

The purpose of the brief is the selection of an evaluation agency for the creation and development of a multi country programme aimed at restore normal market conditions for milk and milk products in the internal market of 5 European countries, based on retail and Food Services sectors. The programme benefits from the EU Commission for co-financing and will be ruled by EU regulation no. 114/2014 - article 5 referring to appendix I of the Treaty of Rome.

ARTICLE 2: DOCUMENTS MAKING UP THE CONTRACT

The documents making up the contract are as follows, in order of priority:

- The deed of commitment signed by the parties, to which is attached the schedule of unit prices (SUP),
- These specifications and its appendices,
- The successful tenderer's bid.

ARTICLE 3 CONTEXT OF THE CONTRACT

The following paragraph explains the overall market context that the European dairy sector is facing after the Covid-19 Crisis. These challenges are translated into 3 objectives.

3.1 Overall context


Three strong findings from the market analysis below are the basis for a multi country programme with the aim at restoring normal market conditions following the Covid 19 crisis:

- A decrease in milk and milk products demand in food services
- A loss of consumers' confidence and even a distrust in milk and dairy products
- A regular decrease in milk and milk products sales since years

Overall schemes and market analysis

SUPPLY: IMPACT OF THE COVID 19 CRISIS

The Covid 19 crisis had specific impacts on the market of agricultural products. In particular, the EU Commission is expecting a decrease in European milk and milk products exports (-6.3 %) and a slight decline in domestic consumption (- 0.3 %)

DAIRY PRODUCTS 		2019	2020
Production	→	+0.4%	→ +0.4%
Exports	↑	+6.8%	↓ -6.3%
Imports	↗	+3.8%	↓ -8.0%
Consumption	→	+0.0%	→ -0.3%

Source EUC Agricultural and Rural Development – Short term outlook n°26-Spring 2020

PRODUCTION – MARKET STRUCTURE AND POSITION

The dairy sector is a major economic actor for agricultural products of the Union. It is today facing unprecedented challenges:

- The European dairy sector is the largest collector of milk in volume at world level.

Milk collection in 2017 – Million tonnes

EU 28	USA	China	Brazil	New Zealand	South Africa
155,3	97,3	26,1	25,1	21,5	3,3

- Milk is the largest and most important EU agricultural output by value and has the potential to be a key driver of future economic growth.

Source CNIEL Economie laitière en Chiffres 2019

- The EU dairy sector has a positive balance trade +9.6 billion Euro.

Source Eurostat 2018

- The dairy sector comprises thousands of milk farmers and cooperatives or private companies and generates many direct and indirect jobs locally, as mentioned in the table below

Number of jobs in the dairy sector in the 5 markets

Belgium	13 500
Denmark	40 000
France (direct and indirect)	400 000
Ireland	94 000
UK/Northern Ireland	5 400

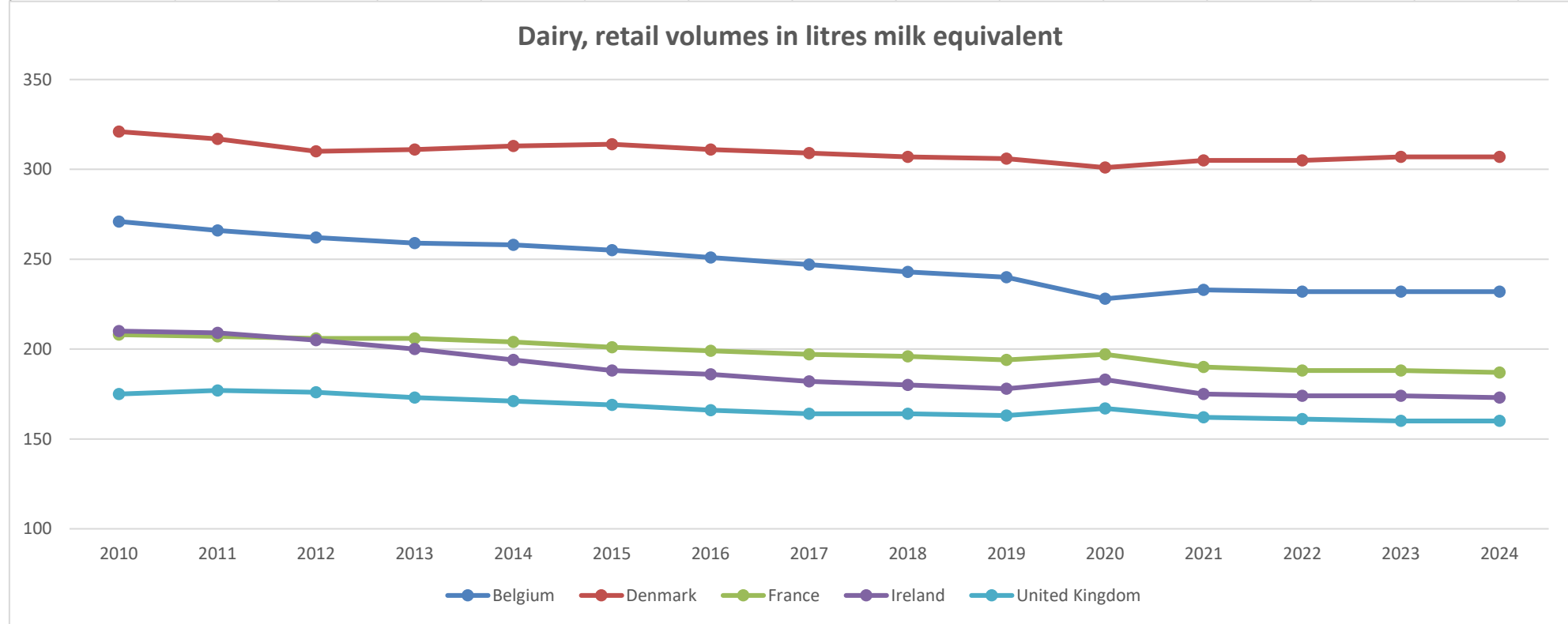
National sources

It is thus crucial for the Union that the dairy sector keeps this first place in the world and remains a major economic actor for agricultural products. The Covid 19 Crisis represents an emerging threat for this potential.

Milk & milk products sales in the internal markets are regularly decreasing in volume and value since several years. The Covid crisis comes in a context of a strong decline in milk and milk products sales years

Source: Cniel from Euromonitor 2020 data

Dairy, retail volumes in litres milk equivalent, for 5 markets																
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
Belgium	271	266	262	259	258	255	251	247	243	240	228	233	232	232	232	
Denmark	321	317	310	311	313	314	311	309	307	306	301	305	305	307	307	
France	208	207	206	206	204	201	199	197	196	194	197	190	188	188	187	
Ireland	210	209	205	200	194	188	186	182	180	178	183	175	174	174	173	
United Kingdom	175	177	176	173	171	169	166	164	164	163	167	162	161	160	160	



Exports: The Union is the world's largest exporter of milk products but the Covid crisis led to a decrease in exports

BE, DK, IE, FR export of dairy products (in tons)

	Jan-April 2019	Jan-April 2020	Evolution
Belgium	968.776	961.083	-0.8%
Denmark	489.082	444.569	-9.1%
UK/NI*	28,240	25,528	-9.6%
	Jan-May 2019	Jan-May 2020	Evolution
Ireland	640.512	580.598	-9.4%
France	1.619.291	1.609.999	-0.6%

BE, DK, IE, FR export of dairy products (in euro)

	Jan-April 2019	Jan-April 2020	Evolution
Belgium	1.760.541.869	1.732.127.073	-1.6%
Denmark	1.412.054.208	1.358.999.501	-3.8%
UK/NI*	57,780,000	55,994,000	-3.1%
	Jan-May 2019	Jan-May 2020	Evolution
Ireland	2.057.836.386	2.077.689.259	1%
France	4.031.062.219	3.936.249.566	-2.4%

**UK/NI source Industry estimates

DEMAND: IMPACT OF THE COVID 19 CRISIS

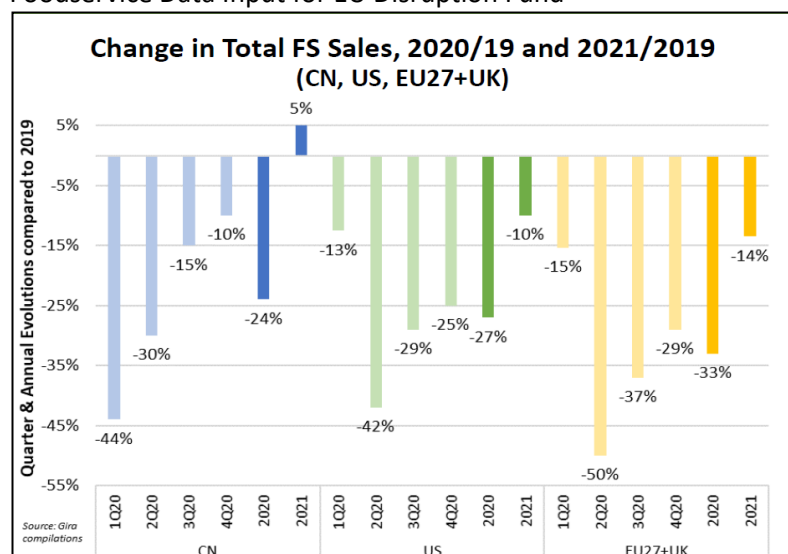
The Covid crisis has a strong impact on the demand leading to rapid changes in the demand, the same way in the five targeted markets.

Decline of food services demand for milk and milk products

The shutdown had a massive and immediate negative impact on milk and dairy products demand in food services in

- Commercial catering: restaurants, cafés, pubs, fast-food, self-service cafeterias etc
- Collective catering: school and staff canteens etc.

Foodservice Data Input for EU Disruption Fund



Source Gira

The quarterly changes in commercial food service turnover in 2020 compared to 2019 for the EU-28 and for some EU countries is -50% for Q2 and goes up to -70% in the UK. The trade balance for commercial food service was therefore impacted in an exceptionally negative manner. Even if this trend is not as strong for quarters 3 and 4, the turnover will be around -30% which will continue to have a very strong impact on the food service and thus the milk and dairy products demand for this sector correctively.

Quarterly changes in food service turnover in 2020 compared to 2019 for the EU-28 and for some EU countries

Country	Circuit	Quarterly Change, 2020/19			
		Q1	Q2	Q3	Q4
Belgium	FS-Commercial	-10%	-55%	-20%	-10%
Czech rep	FS-Commercial	-15%	-50%	-35%	-18%
Denmark	FS-Commercial	-15%	-50%	-35%	-10%
Finland	FS-Commercial	-20%	-42%	-32%	-18%
France	FS-Commercial	-14%	-53%	-32%	-20%
Germany	FS-Commercial	-11%	-62%	-40%	-30%
Hungary	FS-Commercial	-17%	-50%	-35%	-20%
Italy	FS-Commercial	-28%	-57%	-37%	-30%
Netherlands	FS-Commercial	-10%	-60%	-20%	-10%
Poland	FS-Commercial	4%	-45%	-20%	-12%
Portugal	FS-Commercial	-15%	-50%	-20%	-10%
Spain	FS-Commercial	-15%	-65%	-40%	-30%
Sweden	FS-Commercial	-15%	-25%	-18%	-10%
UK	FS-Commercial	-15%	-70%	-35%	-25%
EU-28		-15%	-50%	-37%	-29%

Source GIRA

PART B BRIEF

ARTICLE 4 DESCRIPTION OF THE SERVICES

4.1 CONTENT OF THE SERVICES

The purpose of this tender is to deliver an evaluation study of a promotion and communication programme accepted by the EU commission presented below, regarding the activities dedicated to the Implementing body, for European Dairy products and European Dairy sector in the internal market.

- **GENERAL OBJECTIVES OF THE PROMOTION AND COMMUNICATION PROGRAMME**

General objective of the information provision and promotion measures according to the Regulation (EU) N°1144/2014 is to enhance the competitiveness of the Union agricultural sector.

Specific objectives of the EUC

- Increase awareness of the merits of Union agricultural products and of the high standards applicable to the production methods in the Union
- Restore normal market conditions in the event of serious market disturbance, loss of consumer confidence or other specific problems

- **COMMUNICATION OBJECTIVES:**

In addition to the general objectives of the EU Regulation, the objectives of the programme are:

- 1) **Restore normal market conditions in food services demand for Milk and Milk products**
Expected impact and indicator n°1

Few surveys have been carried out at this stage on the impact of the coronavirus crisis to provide robust indicators on the demand of milk and milk products in food services. We propose to conduct a survey regarding food services with a T0 at the very beginning of the year and a T1 at the end to measure the impact of the action. See Section 7 Measurement of results.

- 2) **Reduce loss of confidence of consumers, based on a renewed interest during quarantine**
Expected impact and indicator n°2

Countries	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	YEAR 1
Belgium*		8,3	8,1	8,1	7,7	7,6		7,6	7,6	7,5	7,4	7,5
Denmark*	80%						75%		73%	71%	74%	73%
France*		7,8	7,5	7,2	6,9	6,8		6,8	6,6	6,7	6,8	6,8
Ireland*									28%	21%		23%
UK/NI*									29%		22%	24%

*BE "On a scale from 1 to 10, how does milk according to you fit in healthy eating habits?": Source iVox2019

*DK "Do you agree that milk is healthy" (including answers "yes very much" and "yes"): Source Kantar2019

*FR Score of milk Source CSA Barometer on milk and dairy products image 2020

*IE: "Do you personally agree with Dairy product are about positive health? "Percentage of respondents that give 9/10 or 10/10. Source B&A

Column Year 1 is estimation

UK/NI* "Do you personally agree with Dairy product are about positive health? "Percentage of respondents that give 9/10 or 10/10. Source B&A

3) Stabilize milk and dairy products sales which are declining for years Expected impact and indicator n°3

Estimation of Dairy, retail volumes in litres milk equivalent in consumers in internal markets for 1 year of the action:

Countries	2011	2016	2019	2020	YEAR 1
Belgium	266	251	240	228	236
Denmark	317	311	306	301	306
France	207	199	194	197	195
Ireland	209	186	178	183	180
UK/NI	177	166	163	167	167

Source EUROMONITOR 2020 Dairy, retail volumes in litres milk equivalent

Column Year 1 is estimation

• PROGRAMME STRATEGY

To reach the action objectives, our strategy is to promote milk and milk products directly in the place where the consumers buy or eat these products, that is in the various retailers point of sales, and at Food services for example the everyday restaurants and canteens. In complement, the intention is to educate and train Foodservice professional about the role of dairy in cookery, diets & sustainable systems. The advertising mix Outdoor, Print & online media will reinforce our impact and help to reach our objective to restore the consumer confidence in dairy product. Various communication tools so as booklet will be developed as the education and PR tools. Indeed, the COVID-19 crisis have had a particularly big impact in the dairy product sector as presented in the section 2 Market situation, and this kind of promotion will have a big impact to restore the normal market conditions by focusing on the affordability of milk and milk products, so as their essentiality for cooking and baking, and the taste of these products including as an ingredient.

Target groups

- Priority target group: Consumers aged – 18 – 54 y.o
- Extra consumers target for France: pupils aged 11-15 y.o.
- Food services professionals
- Journalists, Influencers, B2B medias, Key Opinion Leaders

• KEY MESSAGES

The key messages of the action focuses on the benefits of dairy in the diet in terms of sustainability and nutrition, on how sustainable dairy is an essential food component and how versatile for cooking and baking & tasty it is. These messages will remind consumers of the healthy & taste benefits of dairy in their diets. These messages are adapted and common to the 5 markets and will allow to reach the European consumers and the foodservice professionals, answering their new concerns and adapting their consuming habits after the COVID-19 crisis:

- Affordability: consumers have concerns about the household budget after the Covid-19 crisis and maintain a posture of prudence and control. On the other hands as the food service sector has seen its turnover drop exponentially during the crisis, it is essential to provide them with quality and affordable products.
- Essentiality for cooking and baking seems the most consistent approach to educate professional foodservices, encourage them to use dairy products in their recipes, to show that dairy products are particularly suited to new means of consumption (e.g. online sales, take away, etc. ...) and to questions from consumers (Sustainability, local, etc.). On the consumers side, the Covid-19 crisis has enabled to cook more as a family, and we want to take this opportunity to encourage them to continue these habits highlighting that dairy products are essential for cooking.
- Taste because the notion of pleasure in cooking and shopping is essential, whether for consumers or for foodservice professionals.

- Nutritional benefits, taking into account that all messages of the programme will comply to the regulation (CE) 1924/2006 and/or will be agreed on by the Public Health authorities of each Member State

- **EUROPEAN DIMENSION**

This planned programme on Milk and Milk products will have a strong European dimension due to the implementation of a common programme simultaneously in the five European countries involved, with the same common European messages and the same activities.

- **ACTIVITIES**

The evaluation study will measure the effectiveness and the synergy of the various communication actions implemented and listed below:

Duration of the programme: 1 year

Work package	2. Public relations
Target group(s)	B2C journalists, Influencers, B2B medias, Key Opinion Leaders (KOL)
Activity	<i>2.1 Continuous PR activities</i>
Description of activity	<p>The continuous B2C and B2B PR activities will provide information to medias and influencers about the campaign: content, news, events, etc. The aim is to invite experts and opinion leaders to share the objectives and content of the programme to encourage as many people in the targets as possible to buy into the messages being distributed.</p> <p>The PR activities will consist of carrying an annual activity to develop impacting contents and maintaining the attractiveness of our communications and activations. While focusing on affordability, utility and taste of Milk and Milk products, the messages spread by the expected media coverage will help to restore a normal market situation for dairy products.</p> <p>DK: The press office will deliver a continuous effort to communicate especially on the activities running under WP6 Event (Food Truck visits in events) and under WP7 POS (Food truck visits in retailer store).</p> <ul style="list-style-type: none"> • PR stories, partnership with foodie network • Active press contacts and story concept ideas for journalists • Interviews and background materials and data • 3 x Press release (Campaign launch, events and results) • Blogger/Influencer 10 x recipes and blogs/content <p>IE: Press releases will be issued around the launch of the Booklet (Dairy, a key component of Sustainable Diets) to the Foodservice Sector. This will be supported by Influencers (PR & Press Releases) inspiring consumers to included Dairy in the meal solutions both at home or out of home. PR will be both B2C and B2B</p> <p>UK/NI:</p> <p>Press releases will be issued for the launch of the WP6 activation contests (i) scone festival in cafes, (ii) the Soup and Scone fortnight in restaurants and (iii) the afternoon tea and scone fortnight in hotels. These will target food journalists and publications read by chefs and managers to raise awareness of the events and encourage participation. In addition, general consumer journalists and media will be targeted to encourage consumer engagement.</p> <p>Press releases, aimed at the same target journalists, will be issued after the Gala Dinner that is the last activation in WP6 Event planned to announce winners.</p>

Timeline	Year 1
Deliverables	DK: 3 press releases and 1 media clippings report IE: 3 press releases and 1 media clippings report UK/NI: 6 press releases and 1 media clippings report
Budget analysis	DK: 13.500€ IE: 10.000€ UK/NI: 20.000€
Sub-total for activity 2.1	43 500 €
Implementation	Implementing body

Work package	2. Public relations
Target group(s)	B2C and B2B journalists, Influencers, B2B medias, Key Opinion Leaders (KOL), politics
Activity	<i>2.2 Press events</i>
Description of activity	<p>Common press event (Shared): To develop a close relationship with the media and influencers, a dedicated event will take place at the beginning of the 1st year action to launch the action and inform journalists, influencers, KOL, politics and stakeholders.</p> <p>The aim of the press event is to highlight the affordability, utility and taste of dairy products, and how the dairy sector is rapidly and continuously reacting with the help of the EU Commission to adapt to the rapid changes and restore normal market conditions. It will be an opportunity to highlight the high standard quality of dairy products, as products of the EU agriculture, and to underline the European dimension of the activities and of the action, as a concerted and coordinated response from the dairy organisations of five EU Members States This press events would take place in Brussels.</p> <p>BE – PR event retail/wholesale: Besides the common press event in Brussels, we will also organize a PR event in a selected B2B wholesaler or B2C/B2B retailer. The goal of this event is to create press coverage by the invited journalists and create public awareness for (the wide range of) dairy products. During the event we will festively put the dairy department in the spotlight. Prior to the event a press release will be sent out.</p>
Timeline	Year 1
Deliverables	<p>Common press event (Shared): 1 event in Brussels with 80 Key Opinion Leaders presents 1 press release 1 invitation list 1 press clipping and report</p> <p>BE:</p>

	1 PR event in Wholesale/retail, 38 journalists presents 1 press list 1 press release and 1 media clipping report
Sub-total for activity 2.2	27 500 €
Total for the Work Package 2	71 000 €
Implementation	The implementing body

Work package	3. Website, social media
Target group(s)	Consumers aged 18 – 54 y.o., foodservice professionals & students
Activity	<i>3.1 Social media (accounts setup, regular posting)</i>
Description of activity	<p>Improve Milk and Milk products attractiveness and develop interaction with consumers by sharing content focusing on affordability, utility and taste of milk products. Activate the social media channels: setup and regular posting on Facebook and Instagram, identifying relevant target groups, setup of a distribution plan and handling the day to day posting and community management. Milk and Milk products-centric content including stories localised to fit local culture and calendar will be published. The various activations will be supported by this channel. Social media setup and maintenance, regular updating and ongoing social media posting (BE, DK, UK/NI)</p> <p>BE:</p> <ul style="list-style-type: none"> - During the project year, a Facebook campaign will be set up through the account of Versoedernemer.be (existing website of VLAM that targets B2B professionals) and its French counterpart Entrepreneursdufrais.be. This campaign targets a B2B audience, specifically professionals and students in foodservice. We will post at least 6 posts during the project year. The posts will be about the culinary workshops (teasers live Facebook event + inspirational content afterwards) and about at least 1 inspirational article about dairy products on Versoedernemer.be and its French counterpart. - Supplementary to the Facebook campaign and the culinary workshops, an online Facebook event will be created for the culinary workshops for professionals. The workshops will be livestreamed to this page. This way we create a wider reach. Organic Facebook posts will boost the reach of the event page. The audience of the livestream video can participate by asking questions via the live chat. The moderator of the event will do live follow-up to create extra dynamism during the workshops.
Timeline	Year 1
Deliverables	<p>BE: 1 Facebook account, 6 posts/year and 1 livestream event</p> <p>DK: 1 Facebook and 1 Instagram account, 50 post /year</p> <p>UK/NI: 1 twitter and Instagram account, 100 posts / year</p>
Budget analysis	<p>Social media setup and maintenance, regular updating and ongoing social media posting</p> <p>BE:</p>

	TOTAL 3.000€ DK: TOTAL 15.600€ UK/NI TOTAL: 14.000€
Total for the Work Package 3	32 600 €
Implementation	Implementing Body

Work package	4. Advertising
Target group(s)	Consumers aged 18 – 54 y.o., foodservice professionals & students
Activity	<i>4.1 Print Advertising</i>
Description of activity	<p>Promote and inform the consumers about the affordability, utility and taste of the European dairy products.</p> <p>BE: Media coverage by native advertisements in B2B & B2C medias. To inspire and inform B2C and B2B readers with the culinary possibilities of dairy products, the different kind of products, etc. native articles will be published in specialized magazines for B2B readers and retail magazines for consumers.</p> <p>IE: Targeting Ireland’s leading daily & weekend newspapers with eye-catching Print Advertising will deliver strong awareness. 5 half page ads across the largest national titles will boost dairy’s credentials in consumers’ minds.</p>
Timeline	Year 1
Deliverables	<p>BE: 1 Print Media Plan including 3 B2B Native article and 4 B2C Native articles,</p> <p>IE: 1 print media plan including 5 insertions</p>
Budget analysis	<p>BE: Print media plan Online space purchased + booking and implementation in 7 different kinds of magazines (both B2C and B2B) TOTAL: 55.250€</p> <p>IE: Print media plan Online Space purchased Booking and implementation TOTAL: 20.600€</p>
Sub-total for activity 4.1	75 850,00 €
Implementation	Implementing body

Work package	4. Advertising
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Target group(s)	Consumers aged 18 – 54 y.o.
Activity	<i>4.2 Online Advertising</i>
Description of activity	<p>The Online advertising allows to reach our consumers target on an attractive Cost/effectiveness ratio. Media space will be purchased to promote key posts which will be put on Instagram and Facebook for example upstream of events (Social contest, ongoing consumer offline events such as POS promotion). These adverts and boosts will ensure maximum visibility for the campaign.</p> <p>The aim of the online advertising is to talk to the masses, recreate desire and regain consumer trust.</p> <p>DK: Social media advertising and sponsored posts To create relevant content and distribution, we create local digital channels on Facebook and Instagram for media spend booking and implementation. Use of digital media so we can reach the target group in different ways and use segmentation tools. Cadreon: Behavioural targeting that allows us to communicate to precise segments with most interest in products and activities.</p> <p>IE: social media advertising Facebook and Instagram media spend booking and implementation</p> <p>UK/IN: Social media advertising and sponsored posts Mediatization of adapted content to specified target group on Instagram. Social media advertising on Instagram, media spend, booking and implementation.</p>
Timeline	Year 1
Deliverables	<p>DK: 1 online media plan including social media advertising and sponsored posts</p> <p>IE: 1 online media plan including Social Medi Mix (FB, Insta, Twitter, etc)</p> <p>UK/NI: 1 online media buying plan including social media advertising</p>
Budget analysis	<p>DK: Social media advertising and sponsored posts TOTAL: 20.000 €</p> <p>IE: Social media advertising and sponsored posts TOTAL: 9.500€</p> <p>UK/NI: Social media advertising and sponsored posts TOTAL: 7.000€</p>
Sub-total for activity 4.2	36 500,00 €
Implementation	Implementing body

Work package	4. Advertising
Target group(s)	Consumers aged 18 – 54 y.o.
Activity	<i>4.3 Outdoor Advertising</i>

Description of activity	<p>Outdoor/out of home advertising allows to grab consumers attention in an effective way. The objective of this activity is to communicate our messages directly where the consumers can find the milk and milk products, that is mostly on the hypermarkets. By communicating directly in supermarket parking, we will be able to inspire and educate consumers about affordability, utility, and taste of the dairy products. Outdoor promotions will be done at the same time as point-of-sale operations, which will have a greater impact.</p> <p>BE: To inspire consumers with the taste and culinary possibilities of dairy products, we will collaborate with meal kit organizations. The recipes in the meal boxes will revolve around a dairy product and will be easy to prepare with a short to medium preparation time. The meal boxes will also contain an informational and inspirational brochure about dairy products.</p> <p>FR: Advertising on big size billboards Billboard advertisements in France will be designed to catch a consumer attention and create a memorable impression very quickly, leaving the reader thinking about the advertisement after they pasted it. This will make it possible to create a dairy products reflex for future purchases which will be reinforced by the POS operation running at the same time.</p> <p>IE: Advertising on big size billboards & Transport High-impact Billboards will be purchased across Ireland to target 15yr+. 50 Billboards plus 100 Transport Vehicles (Buses) work very well to establish awareness in Ireland.</p>
Timeline	Year 1
Deliverables	<p>BE: 2 partnerships with meal kit organizations</p> <p>FR: 1 outdoor advertising plan including Big Size Billboard</p> <p>IE: 1 outdoor advertising plan including billboard and transports</p>
Budget analysis	<p>BE: meal kit partnerships 20.000 €</p> <p>FR: Advertising on big size billboards 61.605,71 €</p> <p>IE: Billboards and Transport advertising 74.782,86 €</p>
Sub-total for activity 4.3	156 388,57 €
Total for the Work Package 4	268 738,57 €
Implementation	Implementing body

Work package	5. Communication tools
Target group(s)	Consumers aged 18 – 54 y.o., foodservice professionals & students
Activity	<i>5.1 Publications, media kits, promotional merchandise</i>

Description of activity

This activity is based on investment-pooling approach in order to generate economy of scale with common creative, messages and shared tools for use across the 5 markets once adapted to the specificity of each market.

The aim of this activity is to generate all communication tools needed to meet the needs of the various activities of the campaign, and to ensure the distribution of these tools to the largest number of recipients.

Creation of communication tools for food services and POS promotion (Shared)

- Common strategy and messages for the 5 targeted countries
- Campaign identity to create a recognizable and consistent look & feel for European Milk Products promotion in food services and retailers across 5 targeted countries
- Purchase of visuals/images and/or photo shooting to be used in the 5 targeted countries
- Promotional material and goodies:

BE:

Translation of an educational and inspirational leaflets (255.000 leaflets in total), created by the common creative agency, used for all activities implemented for this action. This leaflet will be used for both B2C as B2B target groups.

DK: Creation and Production of events and POS promotional material:

A booklet/brochure will be created in collaboration with experts, bloggers, and chefs. We want to tell about the craft and love that goes into the cheese process, through the people who work directly with it. We tell the authentic and sometimes funny story of the cheesemakers and spread the appreciation of cheese through their enthusiasm. In the brochure you will find short, aesthetic portraits where they tell about their passion for making cheese, the process and their specific cheese. Other themes are new cheese trends, taste, selection and sustainable cheese production. Recipes will also be included.

- development and layout: booklet
- Print: 60,000 booklets
- Production: 1,000 displays

FR: Creation and production of communication tools kits for POS animations and canteens promotions.

An In-store communication tools kit for the POS animations will be created and produced, adapted to the central campaign identity. The In-Store Kit will contain a larger panel of tools and will be built with the retailers to ensure a proper impact of the activity. The In-Store Kit can for example contain: Brochures, posters, cheese tasting equipment, stands, etc.

- Development and layout of the tool kit
- Production of 230 In Store Kit with adapted quantities of tools for each retailer

Two canteens communication tools kits will be design and produced following the central identity of the campaign: one for the staff canteens promotion and on for schools' canteens promotion.

These kits will include a wide range of tools highlighting the utility and taste of dairy products, as well as the importance of these products in the daily diet. The kits will be built after the need of the canteens, and will contain for example guide, posters, decorating bunting, aprons, etc.

- Development and layout of the tool kit
- Production of 1000 staff canteen Kits and 1000 schools' canteens kit with adapted quantities of tools for each canteen.

	<p>IE Creation and production of communication tools kits for the training of foodservice professionals A booklet will be produced in collaboration with experts, educating professionals on the vital role dairy plays as part of a sustainable diet when eating in or out of home.</p> <p>UK/NI: Creation and production of booklet A booklet will be produced for the WP6 activation, that is Gala Dinner and will bring together a selection of recipes highlighted during the WP6 contests running under Scones Festival, Soup and Scone fortnight and Afternoon Tea and Scones Fortnight.</p>
Timeline	Year 1
Deliverables	<p>CENTRAL: Common visual and tools</p> <p>BE: Adaptation and translation of 1 Leaflet, distribution of 255.000 leaflets.</p> <p>DK: Creation of 1 booklet, Creation of 1 Display Kit for POS. Production of 60.000 exemplars of the booklet.</p> <p>FR: Creation and production of 1 communication Kit for POS promotion and 2 communication Kit for Staff canteens and canteens promotion</p> <p>IE: Creation of 1 educational booklet and online adaptation</p> <p>UK/NI: Creation of 1 booklet with recipes, distribution of 1.500 exemplars</p>
Budget analysis	<p>Creation of communication tools for food services and retails (Shared): 100.000€</p> <p>BE: Translation 1.506,43€</p> <p>DK: Creation and Production of events and POS promotional material: 42.010,43 €</p> <p>FR: Creation and production of communication tools kits for POS animations and canteens promotions. TOTAL 100.000 €</p> <p>IE: Education Booklet: TOTAL 29.551,43 €</p> <p>UK/NI TOTAL: 13.000,57 €</p>
Sub-total for activity 5.1	286 068,86 €
Implementation	Implementing body

Work package	5. Communication tools
Target group(s)	Food services professionals & students
Activity	<i>5.2 Promotional videos</i>
	The promotional videos are an effective tool for educational activities in Food Service sector. To meet online with the students/future professionals. Training culinary consultants. The objective is to enhance students' knowledge about European milk and milk products, to introduce new ways to use dairy products in cooking etc.

	<p>BE: During the culinary workshops for professionals at the selected hotel and catering school, promotional videos will be created. These videos will be used for online promotional purposes after the event. The aim of these promotion videos is to inspire professionals and students active in foodservice who could not attend the workshops or the livestream event and to keep the event alive with the attended professionals.</p> <p>DK: Video for Food Service professionals /online training education 2 educational videos will be created and produced highlighting the affordability, utility, and taste of the European Dairy product. These 2 videos will be spread online with the objective to reach Students and future food services professionals, so as culinary consultants, chefs, and food service staff.</p> <p>UK/NI: Videos for food service professionals Videos x2: “Farm to scone 1” will show how milk is produced on farms and the high EU standards that are adhered to, and how dairy products are manufactured. “Farm to scone 2” will use clips from “Farm to scone” 1 as an intro and show a range of dairy products being used to make appetising scones. The videos will be hosted on our web site and the target audiences will be sent links via social media. The content for video 1 will be suitable for B2B and B2C, and video 2 will be aimed at B2B</p>
Timeline	Year 1
Deliverables	<p>BE: Creation and production of 8 videos (4 NL/4 FR)</p> <p>DK: Production of 2 educational videos</p> <p>IE: Creation of 1 educational booklet and online adaptation</p> <p>UK/NI: Production of 2 educational videos</p>
Budget analysis	<p>BE: Video production TOTAL 4.000 €</p> <p>DK: Video for Food Service professionals /online training education TOTAL 7.418 €</p> <p>UK/NI: Videos for food service professionals TOTAL: 15.000 €</p>
Sub-total for activity 5.2	26 418,00 €
Total for the Work Package 5	312 486,86 €
Implementation	Implementing body

Work package	6. Events
Target group(s)	Food services professionals & students
Activity	<i>6.1 Stands at trade fairs</i>
Description of activity	<p>DK: Food Truck at Food trade fairs - Cheese food truck visit 6 food service events, including food expo, the largest food service fair in Northern Europe. To bring the cheese innovations straight to the KPI’s of the food service sector. We create a “Food Truck”/Set up that participate at relevant events and fairs. The Food Expo fair in</p>

	March 2021 is an important event where we will meet important decision makers in the Food Service sector. The Food Truck set up will also be used for other events with focus on Food Service / canteens / restaurants etc, the truck can also attract food journalists and bloggers that are interested in innovation and artisan in cheese.
Timeline	Year 1
Deliverables	Cheese food truck visit 6 food services events
Budget analysis	DK: Food Truck at Food trade fairs TOTAL 27.287 €
Sub-total for activity 6.1	27 287,00 €
Implementation	Implementing Body

Work package	6. Events
Target group(s)	Food Services professionals
Activity	<i>6.2 Trainings for trade/cooks</i>
Description of activity	<p>The objective of this activity is to restore normal conditions of market for milk and milk products demand in food services, in particular in canteens and schools' restaurants. We propose to implement educational animations</p> <p>1) to highlights towards chefs and food services professionals the affordability, utility, and taste of milk and milk products, to encourage their uses in recipes and meals served to the clients and/or the pupils, through training activities</p> <p>2) to highlight their benefits for young consumers through educational activities and communication tools adapted to the targets.</p> <p>BE: To inspire both future generation of foodservice professionals and currently active foodservice professionals and to motivate them to use more dairy products in the kitchen, we organize both French and Dutch workshops for each target group. These workshops will take place in a selected hotel and catering school, centrally located in Belgium. During the workshops, a culinary ambassador, guided by a moderator, will create dishes with different kind of dairy products. The workshops for professionals will also be livestreamed on Facebook. To create extra dynamism during the workshops, the moderator will do the live follow-up of possible remarks and questions from the Facebook audience. After each workshop, the audience receives an inspirational and informational booklet about dairy products. The content such as videos and other imagery created during these events will be used on social media for promotional purposes.</p> <p>DK: Food services educational partnership Education professional staff canteens/restaurants. We pair up with Nordic Food Lab to educate and inspire future professional influencers on the creation of "cheese moments" and the use of the cheese. Hand on sessions, but online conducted.</p> <p>IE: Education professional staff canteens/restaurants on Cheese and dairy products Hosting of workshops & virtual learning sessions to train 4000 Foodservice professionals on the role of dairy in the diet and how it can be incorporated into meal solutions for consumers.</p>
Timeline	Year 1

Deliverables	<p>BE: 4 culinary workshops 1 hour each in a selected hotel and catering school for 30 Dutch and 30 French professionals and 30 Dutch and 30 French senior year students of the hotel and catering school.</p> <p>DK: 4 Training sessions in restaurants for 150 persons staff at canteens</p> <p>IE: 1 online education workshops for 4000 Foodservices professionals</p>
Budget analysis	<p>BE: TOTAL 21.000€</p> <p>DK: Food services educational partnership TOTAL 18.500€</p> <p>IE: Education professional staff via Workshops TOTAL 15.000€</p>
Sub-total for activity 6.2	54 500,00 €
Implementation	Implementing body

Work package	6. Events
Target group(s)	Consumers aged 18 - 54 y.o.
Activity	<i>6.3 Restaurant Week</i>
Description of activity	<p>DK: Cheese-month with 8 restaurants/canteens. Organization of a month dedicated to cheese around the topic “New ways of consuming cheese” in two DK major cities (Copenhagen and Aarhus). We collaborate with some top restaurants, where chefs show how this category can be revitalized through new and reinvented ways of using cheese. Focus can be an unusual pairings and new combinations that will help give cheese a new and more modern role in cooking.</p> <p>UK/NI: 3x Scones competitions during 15 days and 1 Gala Event Scones are part of the gastronomic culture in NI, and are frequently consumed in cafes, restaurants and hotels. Indeed, such is their importance that consumers often rate a catering facility based on the quality of their scones. Scones are made using core ingredients of flour, milk and butter, which are augmented by a range of ingredients such as cheese and fruit. Scones are spread with butter when consumed and many consumers use both cream and jam when consuming their favorite scone. Focusing on scones in food service will be attractive to their owners and managers as an innovative way of highlighting their establishment and attracting customers.</p> <p>To leverage the important role of this unique food of the NI gastronomic culture 3 events will be organized: a “Scone Festival” for cafes that will run for 2 weeks. Cafes will develop innovative recipes for their scones and consumers will be encouraged to vote for their favorite using an app. A “Soup and scone” in restaurants that will run for 2 weeks. Consumers will be encouraged to vote for their favorite combination of soup and scone using an app “Afternoon tea and scone” in hotels that will run for 2 weeks. Consumers will be asked to vote for their favorite scone using an app. A table “triangle” will be provided for cafes, restaurants and hotels providing details of dairy products and the app for voting.</p>

	These events will run at different times of the year and will culminate in a Gala Event at which the winners in each category will be announced, and to which journalists will be invited. In addition, winners will be selected from those customers who use the app
Timeline	Year 1
Deliverables	DK: 1 Cheese Month in 8 restaurants UK/NI 3 competitions aimed at cafes, restaurants, and hotels 5,000 table triangles will be produced and distributed to cafes, restaurants, and hotels. 1 voting application 1 Gala Event attended by 150 food service professionals and journalists
Budget analysis	DK: Cheese Month TOTAL 8.750€ UK/NI: Total: 45.988€
Sub-total for activity 6.3	54 738,00 €
Total for the Work Package 6	136 525,00 €
Implementation	Implementing Body

Work package	7. Point-of-sale (POS) promotion
Target group(s)	Consumers aged 18 – 54 y.o.
Activity	<i>7.1 Tasting days</i>
Description of activity	DK Retailers activation To bring the cheese innovations straight to the public. We create a “Food Truck/van”/Set up that visit hyper/supermarkets. To boost the arrival of the truck/van we promote the arrival of the Truck/Van through PR and social media and attracts all kind of urban influencers and consumers in general to visit the truck. We present the authentic tasty qualities of cheese. We believe in identifying nudging opportunities with key target groups (consumers) and making the world of cheese more appealing and accessible to them. The Food Truck/Van will present inspiring pairings and old classics and showing the consumer new ways of incorporating affordable cheese into modern life. We know that taste and the enjoyment of cheese are highly positive and strong drivers, so we need to bring those characteristics directly to the consumer.
Timeline	Year 1
Deliverables	DK: Cheese Food Truck retailer store visits 14 tasting days in Hypermarkets with Food Truck
Budget analysis	DK: DK: Cheese Food Truck retailer store visits TOTAL 39.424 €
Sub-total for activity 7.1	39 424,00 €
Implementation	Implementing Body

Work package	7. Point-of-sale (POS) promotion
Target group(s)	Consumers aged 18 - 54 y.o.
Activity	<i>7.2 Other: POS advertising (shelf talkers, posters, etc.), promotion in canteens</i>
Description of activity	<p>To promote the benefits of milk and milk products -affordability, essentiality, nutrition and taste- and their essential character, two complementary activities will be carried out:</p> <ul style="list-style-type: none"> -POS promotion to restore milk & milk products purchases in hyper/supermarkets that were abandoned by consumers during the confinement, through animation to boost purchases from consumers -Promotion in canteens/food services to increase milk and milk products demand. <p><u>1) POS promotion</u></p> <p>BE: The set-up of POS activities in retail, namely info points and instore commercials. The inspirational and educational leaflet will be spread instore. On top, an inspirational radio commercial will also be played instore.</p> <p>DK Branding point of sales Leaflets/brochures will be activated and distributed through activations in hypermarkets and through the activities related to our Food/Cheese Truck activities. Special produced/tailormade branded displays with leaflets will be activated close to the cheese outlet in the hypermarkets. Together with retailers we will develop activities for activating European cheese in hypermarkets/supermarkets. Food/Cheese truck will be branded with campaign key visuals</p> <p>FR POS animations Animation in 230 hypermarkets (HM) to boost sales by making milk and dairy products more visible on store shelves, to attract consumers attention and help them to clearly identify the category. These animations, carried out at the same time and in the same Hypermarkets as Billboards advertising, consists of decorating the shelves dedicated to milk and milk products during 3 days with for example visually appealing stickers, posters, shelves talkers etc. highlighting the affordability, taste and utility of dairy products. In complement, we will also be present on the retailers' websites, as well as on the "Drive" platforms, to encourage and inform consumers about dairy products when they shop online.</p> <p><u>2) Promotion in canteens/ food services</u></p> <p>FR Animation in staff and schools' canteens to boost sales by making milk and dairy products more visible on store shelves of the cafeteria and catch consumers attention. These animations will last 5 days and consists of providing a complete communication tools kit to 1000 staff canteens and 1000 schools' canteens, that contains Posters, shelves talkers decorations, flyers for clients and pupils, and animation guides for the canteens managers.</p>
Timeline	Year 1
Deliverables	<p>BE: 3 weeks instore radio commercial in 223 retail stores, 4 weeks info points in 634 retail stores, Distribution of 250.000 brochures/leaflets to consumers</p> <p>DK: 6 weeks Branding POS with activation in 14 selected hypermarkets. Distribution of 40.000 brochures/leaflets to consumers</p>

	FR: 3 days animations in 230 Hypermarkets, 5 days animations in 1000 staff canteens, 4 days animations in 1000 school canteens
Budget analysis	<p><u>1) POS promotion</u></p> <p>BE: TOTAL: 108.770€</p> <p>DK Retailers activation TOTAL: 5.862 €</p> <p>FR POS Animations TOTAL: 155.000 €</p> <p><u>2) Food services/promotion in canteens</u></p> <p>FR Animations in staff canteens. TOTAL: 147 000 €</p> <p><u>Animations in school canteens</u> TOTAL 155.000€</p>
Sub-total for activity 7.2	571 632,00 €
Total for the Work Package 7	611 056,00 €
Implementation	Implementing body

The evaluations of activities carried out will be relevant, rigorous and comply with the quality required by European standards in this area and will serve to guide the optimization of the activities and of the Action as a whole. The evaluation agency will also analyze the achievement of the program objectives. It will assess the strategy and the entire action with the goal of producing a SMART report on the demand for milk and milk products in food services and on the development of knowledge of the fact that dairy products are essential foods, its meaning, and its impact on purchases of dairy products

The programme will be assessed in each of the 5 markets using indicators in line with the 3 objectives of the programme:

- Restore normal conditions for milk and milk products demand in food service sector
- Increase awareness about the benefits of milk and milk products (affordability, versatility, taste, nutrition)
- Stabilization of milk and milk products sales, in general

Each indicator will help measure the impact of the action in terms of the target, their level of commitment and their adhesion to the Action's messages:

METHODOLOGY FOR MEASURING THE ACHIEVMENT OF THE OBJECTIVES OF THE ACTION

- This proposal takes place in the specific context of the C19 crisis that created serious disturbance in particular in foodservice sector. Few surveys have been conducted and few data are available on food service activities. The evaluation study will include at least an evaluation of the impact of the activities towards the target (staff in canteens, responsible of cafeteria, chefs, etc). through a specific survey with a T0 at the beginning and a T1 at the end of the programme. The evaluation agency will conduct a qualitative survey with individuals' interviews and an appropriate quantitative survey, taking account the budget. This survey will provide interesting and new data on food services at an EU level.

- Assessment of most of activities through metrics such as PR activities, social media and influencers activities etc.
- Assessment of events through self-administered questionnaires distributed under control of the evaluation agency to participants of events: press launch event, food truck, POS, canteens, etc
- Individuals ITW with professionals of the dairy sector to collect their feedback about the efficiency of the implemented activities to restore normal conditions of the market.

DELIVERABLES OF THE ASSESSMENT SURVEY

Year 1: Annual evaluation report

4.2 PERFORMANCE OF THE SERVICES

4.2.1. In order to allow EMF to measure the effectiveness of the actions put in place by the communication agency and compliance with the obligations arising from the co-financing by the European Union, the successful tenderer shall produce regular study reports. These reports and studies, written in English, are to be submitted to EMF after completion of each communication action evaluation study.

Annual Report: An annual study report covering all the evaluation studies of the actions carried out during the year will be transmitted 30 days after the end of each year of implementation of the program.

This schedule applies throughout the duration of the contract.

- **Supporting documentation for each of such costs and/or expenses and proof of their payment by the successful tenderer and in particular:**
 - o (i) the invoices of the successful tenderer's subcontractors to which shall be appended proof of payment of said invoices by the successful tenderer (copy of the successful tenderer's bank statements),
 - o (ii) If appropriate, the itemised timesheets of the successful tenderer's operators (one timesheet per budget line) and of the operators of the successful tenderer's subcontractors.

At the end of the 12-months period (Phase), the successful tenderer shall produce and attach to the last invoice, within 30 days from the end of the Phase:

- o **A "final technical report", to be drafted in English** in accordance with the template that will be provided by EMF, containing (i) a description of the activities planned and carried out and the results of the actions, with justifications, as the case may be, for any discrepancy vis-à-vis the activities planned and (ii) copies of the materials and visual media used (iii) a summary to be published;
- o **A "annual financial report" to be drafted in English** in accordance with the template that will be provided by EMF containing (i) an expenditure reporting table per activity and (ii) a financial statement for reporting Phase.

4.2.2. In addition, to allow the progress of the evaluation studies of the communication actions, the successful tenderer shall submit, each action and/or deliverable to the prior written approval of EMF within a reasonable time that will be defined by agreement, before they are performed, produced and/or published.

ARTICLE 5 PRICE OF THE CONTRACT

The prices are all-inclusive. These prices are expressed in euros and include all tax and other charges applicable to the services as well as all associated expenses.

The amount of the contract is: € 61 200 € excluding VAT

The budget for the evaluation will be split per country and will be as such

Belgium 10 491,43

Denmark 10 491,43 €

France 27 977,14 €

Ireland 6 994,29 €

UK/NI 5 245,71 €

The expenses shall be set forth in detail in the tender document by type of evaluation studies of the communication actions proposed, with the respective fees. These prices are in euros and include all mandatory taxes and other charges imposed on the services as well as all related costs.

ARTICLE 6: INVOICING AND SETTLEMENT TERMS AND CONDITIONS

6.1 Invoicing terms

EMF will make payment upon production of the invoice and provided the successful tenderer has performed its obligations and delivered the deliverables described in Clause 4.1.1 of these Specifications, within 30 (thirty) days from the end of the month in which the invoice is received.

Unless otherwise agreed between the parties, the successful tenderer will invoice its fees and expenditures in connection with the evaluation survey on a half-yearly basis.

Each of the invoice shall **in all cases** be accompanied by all elements described in the article 4.2.1.

6.2 Payment terms

Subject to performance of all its obligations, the successful tenderer's invoices will be paid by EMF within a period of 30 (thirty) days end of month from receipt thereof.

The invoices shall be sent to the following address:

EMF – *service comptabilité* (accounting department)

42 rue de Châteaudun

75 314 PARIS Cedex 09

ARTICLE 7: PERIOD OF THE CONTRACT

The period of the contract is **1 year**. The contract is not renewable.

The contract will take effect on the **1st of January 2021**.

ARTICLE 8: PLACE WHERE THE CONTRACT WILL BE PERFORMED

The services that are the subject of this contract shall be carried out in France, Belgium, Denmark, Ireland, and UK/Northern Ireland, (hereinafter the “Territory(ies)”).

ARTICLE 9: OBLIGATIONS OF THE SUCCESSFUL TENDERER

The successful tenderer undertakes:

- To perform the contract in accordance with the regulations in force in the Territory(ies) for which they are intended or in which they are meant to be disseminated, and in compliance with the best practices specific to the services that are the subject of the contract;
- To ensure that the creations comply with the provisions governing co-financing set by regulation no. 2015/1831 of 7 October 2015 laying down rules for applying regulation no. 1144/2014 on information provision and promotion measures concerning agricultural products implemented in the internal market and in the third countries (appended hereto in Annexes 1 and 3) and in particular, but not limited to, Article 4 of EU Regulation no. 1144/2014 and Articles 2 to 8 of implementing regulation no. 2015/1831 (appended hereto in Annexes 1 and 3);
- For health claims (i.e. information on the impact of a product on health): To ensure that the health claim complies with the regulation (CE) no. 1924/2006 and is approved by national authorities charged of the public health of the member state where the activities are implemented or with any similar regulation applicable in non-European countries;
- Not to disclose any information reported as being of a confidential nature about which it would have been aware in connection with the performance of the services under the contract, and which relates to the resources to be used for the performance of the contract. Where applicable, the successful tenderer must advise its subcontractors of the obligations of confidentiality incumbent on it for the performance of the contract. It must ensure that these obligations are complied with by its subcontractors. The information, documents or data already accessible to the public when they are brought to the knowledge of the parties are not covered by this obligation of confidentiality. The other information relating to the performance of the contract can only be passed on to third parties with the EMF's express agreement;
- Not to use, in any form whatsoever, the results obtained during the performance of the services under this contract for any other campaign;
- Not to submit an application to benefit from Community or national aid for actions carried out for the campaign forming part of this contract;
- To indicate clearly and legibly on all materials - regardless of the medium thereof - that it will produce in respect of the contract, and also in its media relations, that the European Union has been involved in financing the Programme and the Actions, on pain of not being eligible for the expenses incurred.

The successful tenderer also undertakes, unless otherwise instructed by the EMF, to reproduce on all materials - regardless of the medium thereof - that it will produce in respect of the contract - the logos detailed below:

- **Logo of the European Union** (flag) plus the phrase: CAMPAIGN FINANCED WITH THE ASSISTANCE OF THE EUROPEAN UNION translated into the language of the target country / countries
- **European "Enjoy, It's from Europe" logo**
- **Logo of the beneficiary**
- **Logos of the EUC**



Downloading of the European logos and the charters: http://ec.europa.eu/agriculture/promotion/procedure/enjoy-instructions_fr.htm

The "Enjoy! it's from Europe" slogan will be used in English. The Agency can use a translation of this slogan in the form of a footnote at the bottom of the visual material (advertisement, poster, etc). GRAPHIC CHARTER:

ARTICLE 10: SUBCONTRACTING

The successful tenderer may also call on sub-contractors provided that it first informs purchaser in writing by providing it with their name, address and registration number on the trade and companies registry and/or SIRET number.

The successful tenderer is responsible for paying all invoices of subcontractors that it has commissioned to implement the activities of the contract on behalf of purchaser. Purchaser may not be held liable for the successful tenderer's late payments to its subcontractors.

In the event of subcontracting, the successful tenderer shall be solely responsible for the performance of the subcontracted parts. In this regard, the failings of the subcontractors arising from non-compliance with their commitments or the cessation of activity shall be treated as failings of the successful tenderer.

The obligations incumbent on the successful tenderer in respect of this contract apply de jure to the subcontractors. The successful tenderer undertakes to advise them of said obligations.

ARTICLE 11: CHECKING THE PROPER PERFORMANCE OF THE SERVICES UNDER THE CONTRACT

EMF reserves the right to have any type of check carried out during the performance of the contract to ensure that the services performed comply with the contractual requirements. It can either expedite checks on site or ask the successful tenderer to send it documents proving that the proposed actions have been carried out.

Should EMF note a breach of the requirements of these specifications, it shall send the successful tenderer a formal demand to rectify it within a specific time frame. Once the time frame set has passed, EMF can either decide to terminate the contract in accordance with the conditions of Article 15 or decide not to pay the sums corresponding to the actions that do not comply with these specifications.

Any proposed amendment to the activities must be notified by the successful tenderer and validated by EMF.

The periodic reports (see Article 4.2.1) shall also be subject to verifications. The successful tenderer is obliged to carry out the corrections requested by EMF, where applicable.

Checking the proper performance of the contract also obliges the successful tenderer to undertake to keep the records and other supporting documents proving the proper performance of the programme and the costs declared as acceptable, in accordance with the conditions laid down by Regulation no. 2015/1831 of 7 October 2015 laying down rules for applying regulation no. 1144/2014 on information provision and promotion measures concerning agricultural products implemented in the internal market and in the third countries.

Accordingly, the successful tenderer shall:

- open a specific bank account dedicated exclusively to the program. The successful tenderer undertakes to keep copies of all bank statements relating to said bank account during the entire term of the contract and, after its end, during a period to be indicated by EMF;
- keep analytical accounting specific to the contract and separate from its general accounting allowing the revenue and expenditures relating to the performance of the contract to be identified, and to keep it available to EMF (in full or by extracts) upon simple request. The successful tenderer undertakes to archive said accounting during the entire term of the contract and, after its end, during a period to be indicated by the EMF.

Finally, the successful tenderer is reminded that checks, reviews and audits, in particular on the successful tenderer's premises, can be expedited by EMF, the Commission, the European Court of Auditors (ECA), the European Anti-Fraud Office (OLAF) and/or any body, agent or expert appointed by them for the full period of the contract and six (6) years after the contract has ended.

ARTICLE 12: INTELLECTUAL PROPERTY

The successful tenderer assigns, on an exclusive basis, all of the rights or titles to intellectual property of any nature relating to its services and/or to the results of its services, allowing EMF to use them freely in the five targeted countries.

This assignment relates in particular to the work carried out both by the successful tenderer and by directly or indirectly associated persons under this contract (freelance writers, associated rights of performers, right to reproduce the image of models and persons represented, etc.).

OWNERSHIP IS TRANSFERRED TO EMF AS THE SERVICES SCHEDULED IN THE CONTRACT ARE CARRIED OUT.

The assigned rights include, but are not limited to:

- the right to reproduce all or part of the creations on any medium, particularly analogue or digital, in any forms and formats known or anticipated on the date that the contract is signed or subsequently discovered,
- the right to reproduce all or part of the creations by any processes (known or anticipated on the date that the contract is signed or subsequently discovered and contemplated),
- the right to adapt all or part of the creations in all formats and to translate all or part of them into any languages,
- the rights to distribute, lease, loan, make freely available and sell for any marketing, internal or external communication operation and any other means of using the creations falling within the activity of the EMF.

The media and processes include in particular any hard copy, computer or digital medium, any means of communication, direct or indirect, via space or land, by satellite, cable or radio waves, and any wired or wireless network, including the Internet in particular.

This assignment is valid for the legal period of protection of intellectual property rights, including any legal extension, regardless of the reason therefor, and on a worldwide basis. It includes the possibility for the EMF and the European Union to benefit from all of the rights to use the results of the actions that are the subject of this contract.

The successful tenderer shall also transfer to EMF title to all physical media containing the works.

ARTICLE 13: INSURANCES

The successful tenderer represents and warrants that its professional public liability is insured with a creditworthy insurance company and that said insurance covers all its services and/or the contract and persons involved, directly and/or indirectly, in carrying out and/or the implementing the contract.

ARTICLE 14: TERMINATION

14.1 Termination of the contract in full by the Parties

Should one of the Parties breach any one of the obligations provided under the contract, the other Party(ies) may, after formal notice sent by recorded delivery letter with acknowledgement of receipt to remedy the recorded breach(es) which has/have not been remedied in full or in part within the thirty (30) days of the receipt thereof, terminate, in full, the contract without other formality, without prejudice to any damages which might be owed.

14.2 Termination of the contract in full or in part by EMF

EMF may also terminate this contract at any time and without the successful tenderer being entitled to any indemnity and/or compensation other than:

- the reimbursement, on presentation of justifying documents, of all the expenditures and expenses incurred by the successful tenderer,
- the payment of the remuneration of the successful tenderer for the activities carried out,

until the date of the termination or of its operative event (where the successful tenderer has failed to inform EMF of said operative event in the cases provided for in paragraphs a) and b) mentioned below), in the following cases:

- a) When the successful tenderer, during the implementation of this Contract, is placed in one of the situations mentioned in Articles 45, 46 and 48 of the order No. 2015-899 of 23 July 2015 relating to procurement contracts;
- b) When administration proceedings (Articles L. 631-1 *et seq.* of the French Commercial Code (*Code de commerce*)), compulsory liquidation proceedings (articles L. 640-1 *et seq.* of the French Commercial Code) or a like measure provided for under a foreign law is commenced against the successful tenderer and subject to the public policy provisions applicable to such proceedings;
- c) When European Commission terminates the Grant agreement or the participation of one or more proposing organisations, regardless of the reason for said termination.
- d) In the event the public authorities fail to extend or call into question the extension of the inter-branch agreement entered into between the bodies that form EMF setting the amount of the inter-trade contribution.

ARTICLE 16 DISPUTES AND CONFLICTS

The parties shall endeavour to settle amicably any disputes and conflicts which might arise during the performance of this contract. If the parties are unable to reach an amicable resolution, suit shall be brought before the Paris Regional Court (Tribunal de grande instance), which shall have sole jurisdiction.

Appendix available online:

1 - (EU) Regulation no. 1144/2014 of 22 October 2014: <https://publications.europa.eu/en/publication-detail/-/publication/cd6b3f8f-63f6-11e4-9cbe-01aa75ed71a1>

2- Delegated (EU) Regulation no. 2015/1829 of 23 April 2015: <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32015R1829>

3 - Implementing (EU) Regulation no. 2015/1831 of 7 October 2015: <https://publications.europa.eu/en/publication-detail/-/publication/e33c36d2-7173-11e5-9317-01aa75ed71a1>

PART C TENDER RULES

ARTICLE 17: PURPOSE OF THE CONTRACT

The evaluation of the information and communication programme that is the subject of this contract is co-financed by the European Union.

The purpose of the contract is the selection of a evaluation agency for a multi country programme aimed to restore normal market conditions for milk & milk products in the internal markets of 5 Members States. The programme has been submitted and selected by the EU Commission for co-financing and is ruled by EU regulation no. 114/2014 - article 5 referring to appendix I of the Treaty of Rome.

The services will be performed in Belgium, Denmark, France, Ireland, UK/Northern Ireland.

ARTICLE 18: TERM OF THE CONTRACT

The period of the contract is 1 year. The contract is not renewable.
The contract will take effect on the 1st of January 2021.

ARTICLE 19: COMPOSITION OF THE TENDER FILE

The tender file includes the following documents:

- the notice of the competitive public tender,
- the brief (including A-tender specifications, B-brief and C-these tender rules)
- these tender rules,
- the data protection agreement.

ARTICLE 20: DIVISION INTO LOTS

The contract is not divided into lots.

ARTICLE 21: DEADLINE FOR RECEIPT OF APPLICATIONS AND BIDS (OR TENDERS)

The deadline for receipt of applications AND bids is January 25th, 2021 at 12:00 (UTC+1).

Any files that are received by the purchaser after the date and time stipulated above, as well as those that do not comply with the formal requirements listed in Articles 23 and 24, will not be accepted.

ARTICLE 22: PERIOD OF VALIDITY OF BIDS

Bids will be valid for 120 days as from the deadline for submitting bids.

ARTICLE 23: PRESENTATION OF APPLICATIONS

Applicants must submit the presentation file for their application, which shall include, in the following order:

- Forms DC1 and DC2, duly completed, dated and signed, or the European Single Procurement Document (ESPD) – *or the equivalent document for service providers from outside the European Union*;
- the extract of profit/loss account for the last three years and, as applicable, the revenue for the business segment that corresponds to the purpose of the contract, over the last three financial years for which information is available;
- A list of similar services provided during the last three years. The applicant shall state the amount, the date and the name of the public sector or private sector client, in compliance with any confidentiality requirements.
- In the event of an application by a grouping, the applicant shall specify the form of the grouping (whether the members are jointly liable or jointly and severally liable), designate the grouping’s lead company and the authorisation that empowers the lead company to make valid commitments on behalf of the grouping.
- Proof of insurance for professional risks;
- A declaration stating the applicant’s average annual headcount and the proportion of management personnel for each of the last three years;
- A description of the applicant’s material and human resources that provide the rationale for its capacity to perform the required services
- The data protection agreement duly filled out and signed.

ARTICLE 24: PRESENTATION OF THE BIDS

The bid must be written in English and contain a technical and financial memorandum made up of the following elements:

- **The successful tenderer's technical file, comprising:**
 - The evaluation study which will measure the effectiveness of the different **communication actions put in place and their synergy** especially the Public Relations actions, the social media actions, the advertising, the events and the point-of sales promotion
 - Time frame for the programme: the tenderer will propose a temporality over the year based on concrete elements
- **For each evaluation of action, the candidate will propose:**
 - The organization of the evaluation of each action (objectives, type of survey, budget)
 - A precise schedule of each evaluation of action

The tendered shall submit a summary chart for each of its evaluation of action according to the following template (information in italic is given as an example):

ACTIVITY TITLE	EVALUATION SURVEY
SPECIFIC OBJECTIVE	What are the outcome indicators related to this action?
DESCRIPTION OF THE ACTIVITY	Precise description of the evaluation survey of actions per action, target and country
	YEAR 1
DELIVERABLES	For the year of implementation of the action, list the evaluation studies of the actions to be delivered; the payment will be linked to the items to be delivered.
BUDGET ANALYSIS	<ul style="list-style-type: none"> - The budget must be linked to the evaluation surveys of the actions to be delivered planned by the action. This must be clear from the budget analysis - Indicate the estimated costs at least for each item to be delivered.
EXECUTION	Who will be in charge of the execution of each evaluation survey

- **The proposed budget must include a summary budget according to the following template (the evaluation of actions are given as an example):**

ACTIONS	YEAR 1	YEAR 2	YEAR 3	TOTAL
Evaluation Action Public Relations				
Evaluation Action Social media				
Evaluation Action Advertising				
Evaluation Action Events				
Evaluation Action Point-of-sales promotion				
TOTAL OF EVALUATION SURVEYS OF THE ACTIONS				

ARTICLE 25: REQUIRED LEGAL FORM FOR THE GROUPING OF ECONOMIC OPERATORS THAT WILL BE AWARDED THE CONTRACT

Groupings of economic operators can submit bids, regardless of their legal form. If the contract is awarded, the economic operators in the grouping must be jointly and severally liable.

ARTICLE 26: DEADLINE FOR AMENDING THE TENDER FILE

Six days at the latest before the deadline for the receipt of applications and bids, the EMF reserves the right to make minor changes to the tender file.

It will inform all the applicants who requested the tender file of such amendments, under conditions that respect the principle of equality. Said applicants must then bid on the basis of the amended file, without being able to make any claims in this regard.

ARTICLE 27: RULES ON SUBMITTING APPLICATIONS AND BIDS

The participating evaluation agencies must send their applications AND bids at the latest by December 1st, 2020 before 12:00 (UTC+1) in digital format and by post with one print copy and one memory stick.

27.1 Submission in printed form

Applications AND bids shall be sent together **at the latest by January 25th, 2021 at 12:00 (UTC+1)** in a sealed envelope one print copy and one memory stick to the following address:

**EMF
Isabelle PINTA-COSTA
42 rue de Châteaudun
75314 PARIS Cedex 09
FRANCE**

and must obligatorily state the subject of the tender:
EMF Evaluation of a multi programme COVID CRISIS

"DO NOT OPEN"

Applications AND bids must be sent by any method that makes it possible to know for certain the date and the time of receipt (e.g. registered letter with return receipt, courier, etc.), to the address stated above; they must be sent in a timely manner so that they reach the place to which the bids must be delivered before the closing date and time stipulated in these tender rules.

27.2 Electronic transmission

It is recommended that bidders avoid submitting their application and their bid at the "last minute" and that they first carry out a test to ensure that they are completely familiar with how the electronic submission process works to the following address:

ipintacosta@cniel.com
dpoisson@cniel.com
nbayer@cniel.com
skane@cniel.com
frederik.vandermersch@vlam.be

Bidders should note the following additional information:

- ✓ The compatible formats that the contracting authority can read are: .zip, .xls, .doc and .pdf. Applicants are requested:
 - not to use certain formats, such as .exe files
 - not to use certain tools, in particular macros
 - to ensure that the bid file is not too large
- ✓ An acknowledgement receipt will be sent for applications that are submitted electronically, which states the date and time of receipt.
- ✓ For grouped applications, the lead company shall be responsible for the security and authenticity of the information provided on behalf of the members of the grouping.
- ✓

ARTICLE 28: REVIEW OF APPLICATIONS

Application files will be reviewed by the Evaluation Committee in light of the administrative documents required. The meeting of the Evaluation Committee for reviewing the application files and bids is scheduled for the end of January 2021.

Applicants will be eliminated if their economic and financial capacity and their technical and professional capacities are insufficient in light of the documents provided.

Applications for which the documents requested are absent or incomplete will not be accepted.

The purchaser may ask applicants to complete or explain the supporting documents or means of proof that are provided or obtained.

ARTICLE 29: REVIEW OF BIDS

Bids must comply with the requirements set forth in the tender documents and in the tender specifications. Bids will be eliminated if they are deemed to be unacceptable, inappropriate or non-compliant.

The purchaser reserves the possibility of asking applicants to provide details on their bid.

The other bids will be ranked and the bid that is the best value for money will be chosen on the basis of the following criteria:

29.1 [Bid selection criteria](#)

Bids must comply with the requirements set forth in the brief documents. Bids will be eliminated if they are deemed to be unacceptable, inappropriate or non-compliant.

The proposing organisations reserves the possibility of asking applicants to provide details on their bid.

Criteria for the evaluation of the proposal and scoring

1. « Understanding of the brief »: weighted criterion - /10
2. « Relevance of the proposed survey plan »: weighted criterion - /25
3. « Sample strength »: weighted criterion - /20
4. « Strength of treatments and analyzes »: weighted criterion - /25
5. « Value for money »: weighted criterion - /20

[29.2. Total mark](#)

The total mark for each applicant will be the sum of the marks obtained for each of the criteria.

The bid that obtains the highest mark will be ranked first. The bid that obtains the lowest mark will be ranked last. The applicant whose bid was ranked first will therefore be awarded the contract.

ARTICLE 30: DOCUMENTS TO BE PROVIDED BY THE PREFERRED BIDDER

The applicant to which it is planned to award the contract must also provide:

- an official record of criminal convictions; if the preferred bidder is located abroad, that bidder must provide the relevant record, or, in the last resort, an equivalent document issued by the relevant judicial or administrative authority of its country of origin or establishment, attesting that the bidder is not excluded from tender procedures;
- the documents provided for in Articles D. 8222-5 or D. 8222-7 and D. 8222-8 or D. 8254-2 to D. 8254-5 of the French Labour Code, which must be provided every six months until the end of the performance of the contract.
- the attestations and certificates issued by the relevant administrations and organisations which prove that the bidder has complied with its tax and social security obligations. If the preferred bidder is established abroad, the bidder must provide a certificate issued by the administrations and bodies of its country of origin or establishment.
- form ATTR11 (contract agreement form) dated and signed by the person who is empowered to make binding commitments on behalf of the bidder (for groupings, the contract agreement form must be a single document) that the EMF will duly complete and send.
 - ⇒ In the event of the use of sub-contracting that is declared when the bid is submitted, the applicant must provide the EMF with a declaration that states:
 - The nature of the services that are sub-contracted.
 - The name of the person, the commercial name or the corporate name and the address of the proposed sub-contractor.

- The maximum amount of the monies to be paid to the sub-contractor.
- The payment conditions provided for in the draft sub-contracting agreement and, as applicable, any price variation terms.
- As applicable, the sub-contractor's capacities on which the applicant has based its choice.

The applicant shall also provide the EMF with a declaration by the sub-contractor which states that the sub-contractor is not subject to a prohibition on bidding.

The notification of the contract to one of the bidders shall entail acceptance of the sub-contractor and approval of the payment conditions.

The preferred bidder shall provide these documents to the purchaser within the deadline that will be notified to it.

If these documents are not provided within the stipulated time-limit, the selected applicant's bid will be rejected, and the applicant eliminated. The following applicant in the ranking of the bids will then be asked to provide these documents before the contract is awarded to it.

ARTICLE 31: ADDITIONAL INFORMATION

In order to obtain all the additional administrative or technical information that they need, applicants must make a request, ten days before the deadline stipulated for the receipt of the bids, either by email to the following email address

Mrs Isabelle PINTA-COSTA, CNIEL
ipintacosta@cniel.com

An answer will then be sent to all the applicants under the same conditions, at the latest six calendar days before the deadline set for the receipt of the bids.