



SPAIN FOOD NATION COMMUNICATION CAMPAIGN (CHINA)

**REQUEST FOR PROPOSALS
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ICEX España Exportación e Inversiones, E.P.E. (hereinafter, **ICEX**), represented by the Economic & Commercial Office of Spain in Guangzhou, invites advertising and communication agencies to submit their proposals for the definition, development and implementation of a **Media communication campaign to promote food, beverages and gastronomy from Spain in mainland P.R China (hereinafter, the Campaign)**.

ICEX and the Ministry of Agriculture, Fisheries and Food of Spain have reached an agreement to promote the image of Spanish foodstuff and beverages in several international markets, including China. This campaign will run under the banner "**Spain Food Nation**" (hereinafter, **SFN**), which is implemented worldwide, and will make use and be consistent with the creativity previously developed within that program.

In the case of China, the SFN campaign will aim at disseminating content on Spanish food, beverages, and gastronomy through **placements on Chinese media outlets, including general, sectorial, lifestyle and online and social media**, with the purpose of boosting the demand for Spanish products. The placements will preferably consist of **branded content** and **advertorial** modalities. The Campaign will make use and be consistent with the existing creativity of SFN.

ICEX aims at contracting an **advertising and communication agency (hereinafter, the Agency)** to carry out the Campaign. The Agency will be responsible for the implementation of the actions proposed below.

TERMS OF REFERENCE

ICEX, the Spanish trade and investment promotion agency

ICEX España Exportación e Inversiones, E.P.E. (hereinafter, **ICEX**) (www.icex.es) is a Spanish public organization, established in 1982, whose main purpose is to promote the internationalization of the Spanish economy. ICEX depends on the Ministry of Industry, Trade and Tourism (MINCOTUR) (www.mincotur.gob.es), whose international economic policy it implements. However, ICEX does not make part of the State administration and has some extent of budgetary and operational autonomy.

Since its foundation ICEX has been instrumental to the modernization of Spanish economy. **The original mandate of ICEX was to promote exports of Spanish products to foreign markets**, in which field it has excelled and accumulated a noteworthy expertise. Its current portfolio of export promotion activities comprises the organization of business delegations, product promotion events, participation of Spanish companies at international trade fairs, the elaboration of market intelligence and many other services. In order to better serve the needs of Spanish companies, ICEX has also gradually developed products that cater not only to exporters, but also to other actors involved in the international distribution chain of Spanish products, such as importers, distributors, or prescribers.

Due to the success of the agency and the deeper integration in the global economy reached by Spain, the mandate of ICEX has been updated so that it also includes the promotion of the competitiveness of Spanish companies, with special attention to SMEs, and the attraction of foreign direct investment to Spain. Regarding the first issue, ICEX has implemented different educational, informational and promotional programs to improve the competitive toolbox of SMEs





when entering foreign markets. It has also been key in the expansion of Spanish direct investment abroad, by coordinating efforts from different entities in the public sector in order to provide companies with multiple kinds of support. Regarding the second mandate, ICEX has played an important role in the improvement of the business environment in Spain, by benchmarking foreign policies and importing international best practices. The integral support ICEX provides to foreign investors has also motivated many of them to develop and expand their projects in Spain.

For the fulfillment of its mission, ICEX counts on a network of professionals specialized in business internationalization. These professionals work at ICEX headquarters in Madrid, at the 30 Territorial and Provincial Trade Offices established at different Spanish cities, and at nearly 100 **Economic & Commercial Offices** located in Spanish embassies and consulates all over the world.

In the case of P.R. China, there are four Economic & Commercial Offices located in Beijing, Guangzhou, Shanghai, and Hong Kong. Each of these Offices oversees a certain region, and works together with ICEX in the implementation of the programs of the latter.

ICEX' "Food and Wines from Spain" banner

The agro-food industry is one of the most important sectors in terms of contribution to Gross Valued Added and employment in Spain. It is also crucial for its role in guaranteeing the sufficiency and safety of food for the general population. For this reason, the agro-food industry has benefited of the special attention of ICEX from its foundation.

Today the Spanish agro-food industry is highly internationalized. In order to continue supporting the sector, the initiatives of ICEX have been expanding and becoming more sophisticated. **ICEX aims at promoting Spanish food, beverages and gastronomy in an integral and mutually consistent manner.** ICEX understands that there are different drivers for the consumption of Spanish products and aims at putting them all to use. Hence, while some consumers may be attracted to purchase Spanish food because of their taste or their interest in the Spanish gastronomy, others may be more interested in their health benefits, or as an element of a certain lifestyle.

Although purchase motivations might be different, ICEX promotes Spanish food, beverages and gastronomy upon two common features:

- **Diversity:** The diversity variable builds on the large variety of foodstuff produced by the Spanish sea and countryside, which comprise fish, shellfish, livestock, fruits, vegetables, and spices. The diversity also reaches the gastronomy, as the marked geographical and cultural differences between Spanish regions, as well as different influences from European, North African and American cuisines, have created a national cuisine richer and more complex than in any other European country.
- **Quality:** In regard to the quality of foodstuff, Spain is known for having developed an efficient, reliable and safe supply chain for food and beverages. In the last decade Spain has become a reference in terms of control at origin, traceability and safety of its wholesale and distribution network. Investment in agricultural technology has allowed to improve productivity, without compromising product attributes and safety.

ICEX groups its various initiatives to promote Spanish food, beverages and gastronomy under the collective banner "**Foods & Wines from Spain**" (**FWS**). These promotional actions are very





different in nature and include the participation in fairs, as a grouper of Spanish exporters and foreign importers; the organization of promotional events, e.g. tastings, masterclasses, or food and wine fairs, which normally aim at professionals; the organization of promotions at points of sale, normally addressed at consumers; the development of communication campaigns, which might be aired through media or online, and so on. FWS has an homonymous website (www.foodswinesfromspain.com) with abundant information aimed at professionals, also including a list of the promotional actions carried out by ICEX in different markets.

It is important to notice that ICEX regularly promotes Spanish products in China under the FWS banner. In addition to implementing promotion actions such as those mentioned above, FWS has dedicated sites on Chinese social media such as **Weibo** and **Wechat**, where it regularly posts contents. Besides, contents of FWS can also be shared on the joint Wechat account of the Economic & Commercial Offices of Spain in China, run under the "**Spain Business**" brand.

The state of Spanish food and beverages in China

In 2020 **food and beverage exports from Spain to China** amounted **4,241.4 million USD** (FOB prices). This figure represents 45.6% of all Spanish exports to China, which is proof of the relevance of this trade for Spain.

Exports of **food** from Spain to China amounted **4,066.9 million USD** in 2020. However, that amount is heavily dependent upon exports of **frozen meat**, which is entirely of pork origin and amounts **3,381.3 million USD**. Exports of **food and beverage net of frozen meat** amounted to **860.0 USD million**, including exports of **oils** (133.0 million USD), **meat preparations** (116.8 million USD), **dairies** (85.2 million USD), and **other products of animal origin** (83.6 million USD), inter alia.

At this point, it is important to notice that some fresh, canned and frozen food exports are conditioned by the Chinese requirement of previously negotiated **bilateral phytosanitary protocols**. Currently the most prominent protocols are those that allow Spain to export **pork meat** products, **citrus** (e.g. oranges, lemons, mandarins, clementines, and grapefruits), **stone fruits** (e.g. peaches, plums and nectarines), and **olive pulp**. Consequently, although Spain produces a great variety of food products, many of them cannot be exported to China, because of the lack of bilateral phytosanitary agreements.

Frozen meat exports to China accelerated throughout 2020 to reach **3,381.3 million USD**. This chapter is made up exclusively of **pork meat**, as Spain does not have authorization to export beef, sheep or chicken meat to China. Spain is one of the largest global suppliers of pork meat. However, exports to China remained stagnant until the latter began to suffer from an outbreak of African swine fever that severely afflicted the domestic pig herd. Ever since Spanish pork, and especially white-coated pork products, have become very popular in the Chinese market. The challenge for the promotion of Spanish pork in China is to transform it from commodity to a branded product, establishing recognition of its points-of-difference vis-à-vis competitors. In this regard, ICEX acknowledges that some international meat producers have improved the branding of their meats by marking their points-of-difference in terms of breeds (e.g. Angus) or meat cuts (e.g. ribeye, tenderloin, sirloin). As Spain enjoys a reputed diversity of pork breeds (Iberian, Duroc, Majorcan) and pork cuts (e.g. *presa*, *secreto*, *solomillo*), this strategy could also prove valuable. In any case, as this product already enjoys larger market penetration than most other Spanish





foodstuff and is already the object of promotion of other organizations¹, **ICEX considers that pork should not be a main object of promotion of this Campaign, while recognizing it can be presented in conjunction with other promoted products.**

Olive oil is probably the best known and valued Spanish food product in the Chinese market, with exports amounting **121.5 million USD**. Spanish companies were the first to introduce and popularize this product in China, making it synonymous with a healthy lifestyle. While Spain is still the main supplier to China, exports have stagnated in recent years as other competitors have been fast to ride the wave of increased appetite for healthy food. On the one hand, the reluctance from some Spanish exporters to invest in brand development in China has given ground to international competitors and Chinese importers, who have developed their own brands and taken a larger share of the market. On the other hand, bulk exports of Spanish olive oil to be bottled in China usually imply the loss of most of the attributes (i.e. indication of origin, flavors, taste, traceability, safety) that make up the quality of the product. The final product, though labelled as Spanish or European, performs poorly against olive oil bottled in Spain. In order to avoid this issue, **ICEX considers that the Campaign should not promote olive oil that is unbranded or bottled locally.**

More modest exports in terms of value, but equally important in terms of growth potential are **meat preparations**, of which Spain exported **116.8 million USD**. This denomination comprises various products where (pork) meat has been added and/or treated with other food products, condiments, or additives, or has undergone transformations. It might include hamburguers, sausages, meat patties, and other delicatessen meat products (e.g. *lomo*, *chorizo*, *salchichón*). The fact that these products might involve preparations which are unique to Spain, presents the possibility to market points-of-difference for their development in the Chinese market.

Spain exported only **61.2 million USD of fish and seafood products** to China in 2020. This represents a drop to almost half of the export value reached in the previous year, which, admittedly, was a record one. The pandemic might have taken a toll on these exports, probably because of the combined effect of the congestion of Chinese ports, and the reticence of Chinese consumers to the purchase of frozen imported produce, which has been wrongly but repeatedly associated with COVID risks. It must also be acknowledged that Spanish fish and seafood exports are elusive and difficult to track down. Due to the fact that some Spanish fishing companies have global fleets and operate a network of processing stations, it is not rare that their products enter the Chinese market as originated in other countries. In any case, Spanish fish and seafood exports comprise mostly **fish fillets** (e.g., cod, pout, salmon, flat fishes), **mollusks** (e.g. cuttlefish, squid, scallops) and **other frozen fish** (e.g. mackerels, anchovies, tilapia). The Spanish products face the challenge that their superior quality and safety standards are put into question once they enter the Chinese market, as domestic operators often lack a strong cold supply chain.

Milk exports amounted **56.4 million USD**. Chinese demand has plenty of room to grow in the medium term, largely attributable to the current low consumption per capita, which contrasts with the high perception of its health benefits among consumers. Though Spanish companies have been exporting to China for more than a decade, their brand recognition is still low and Spain is

¹ It must be noticed that the European Union funds a promotion campaign for European white-coated pork for the Chinese market, under the banner "From farm to fork", which is executed by two Spanish and Portuguese sector associations.



not perceived as a major European producer. In this regard, it is important to establish the credentials of Spain as a producer with diverse (Spain produces cow, sheep and goat milk of many different varieties and breeds) and reliable (Spanish standards of traceability and quality are among the best in the Europe) production. Milk can also be an ambassador to other dairy products, such as butter, cheese and yoghurt. In the case of **cheese**, to date exports have consisted mainly of heavily cured and aged cheeses for which Spain is most famous, such as *manchego* cheese, but whose intense taste and flavor has little appeal to Chinese consumers, which explains exports of a mere **2 million USD** in 2020. However, as Spain produces more than 150 varieties of cheese, many of which are endowed with softer tastes and aromas, there is still large room for market development.

Food preparations comprise products that, due to their peculiar composition or manufacturing processes, are clearly distinguished from food products of current consumption, and serve some nutritional objectives. Spain is an important producer of food preparations, exports amounting **31.3 million USD**.

Boned ham (*jamón*) is a hero product of the Spanish gastronomy. Exports of boned ham to China were authorized only in 2019, but already amount **14.9 million USD**. Boned ham, especially of *ibérico* class, is the quintessential gourmet product that Spain wishes to introduce in foreign markets. The health benefits of *ibérico* include a high content of unsaturated fatty acids and powerful antioxidant effects, all of which reduce body fat, blood pressure and cardiovascular risk. However, the relevance of *ibérico* boned ham is not quantitative, as limited supply in Spain constraints the potential growth of exports, but qualitative. Based on the recognition *ibérico* has reached among Chinese consumers, Spain has the opportunity to increase exports in other varieties of aged ham that benefit from larger production and superior quality vis-à-vis international competitors (e.g. French *jambon de Bayonne*, Italian *prosciutto di Parma*, Portuguese *presunto*). It is worth noticing that the refinement, delicate flavor, and health benefits of *ibérico* ham make it a fine ambassador to other Spanish foodstuffs with similar high quality.

Exports of **oranges** have taken a hard hit from the pandemic, plummeting to **11.3 million USD** in 2020 from 50.1 million USD in 2019. Causes are multiple, but the disruption in the harvesting works caused by pandemic control measures in the springtime of the last year, jointly with the complicated phytosanitary and logistic requirements to transport this fresh product to China might have dissuaded both exporters and importers. In any case, Spanish oranges enter the Chinese market at prices similar to US (California) product, but substantially below Australian prices. Anecdotal evidence suggests there is an informational market failure. While Chinese importers frequently quote the reduced availability and lesser sweetness of Spanish produce vis-à-vis competitors, this does not respond to the reality of Spanish production. In fact, Spain features an unmatched diversity of varieties from sweet (e.g. Navelina, Navel Late, Navel Lane Late, Washington Navel, Barberina), to acid (Valencia Late) and bitter (Sevilla), with an extended production season from October till June. ICEX considers there is potential for further market development, once this informational issue is addressed.

Other important Spanish gourmet food products include: **olives**, which also benefit from a specific promotion campaign launched by ICEX in 2020 that will extend until 2023; **sherry vinegar**, a unique product protected by an indication of origin; **chocolates** and confectionery; **charcuterie**; **preserves** of meat, fish, and vegetables; **spices**, such as saffron and *pimentón*, a unique distinctive smoked paprika; **pastas** and pasta sauces, and many other.

Exports of **beverages** from Spain to China amounted **174.5 million USD**. Within this chapter, **wines** represent the largest single product with **101.7 million USD**. Spain is one the largest





suppliers to China jointly with Australia, France, Chile, and Italy. However, Spanish exports have been on retreat since reaching its peak in 2017 with 202.5 million USD. The pandemic has accelerated a fall in sales which was previous and related to deeper market causes. Wines exemplify the strategy of promoting diversity and quality. On the one hand, Spain displays a variety of more than seventy protected indications of origin², harvested from both international and domestic grapes, such as *tempranillo*, *garnacha*, *bobal*, *macabeo*, etc. On the other hand, Spain has developed a world class system for recognition of its wines both according to origin (*denominación de origen calificada*, *pago*, etc.) and aging (*crianza*, *reserva*, *gran reserva*, etc.). Unfortunately, exports of bulk wine for bottling in China have led to an erosion of the product before Chinese consumers, as the locally bottled wines marketed as Spanish do not share the quality features of those bottled in Spain. ICEX is strongly supporting the recovery of wine exports through a specific promotion campaign under the banner “**Wines from Spain**”. The latter addresses this issue by empowering wine professionals and providing them with enhanced tools to market quality Spanish wines. In this regard, **ICEX considers that wines should not be a main object of promotion of this Campaign, although it is recognized that wine can be presented in conjunction with other promoted products.**

Other alcoholic beverages are also making inroads into the Chinese market, with exports of **44.4 million USD**. The bulk of this figure is attributed to beers, whose exports amount **40.6 million USD**. In recent years China has become one of the three largest importers of Spanish beers. These exports consist mostly of industrial lager beers of *pilsener* kind, though recently it is more common to spot industrial premium beers, marketed with especial tastes and flavors, and craft beers from smaller breweries. Notably, Spanish brands present in the Chinese market are owned by independent Spanish breweries, large and small. Though some of them have been active in the Chinese market for years and might enjoy certain success at local level, their distribution networks at national level remain patchy, which has hindered growth. In addition to beers, there is a small but growing number of companies exporting artisanal and premium **gins, whiskies, rums**, and other **liquors**.

Spain also exports to China **20.0 million USD** in **fruit beverages**, mostly juices and nectars. This trade has remained stagnant for some years, though there is potential for development. Exports have been constrained for the fact that Spain could not be recognized by Chinese consumers as an important fruit producer, as long as the only Spanish fruits allowed into the Chinese market are citrus and stone fruits. However, it is expected that promotion can lift this barrier. There is potential for a development of healthy, low sugar juices, as an alternative to other fruit beverages already present in the Chinese market.

ICEX’ “Restaurants from Spain” banner and gastronomy in China

The gastronomy of Spain is rich and varied. It boasts quality ingredients, excellence in cooking and traditional preparations. An overtly simple definition of Spanish gastronomy in terms of ingredients would comprise olive oil, fresh vegetables, garlic, chicken, fish, seafood, and cured meats. Many of these ingredients are also common to Chinese culinary traditions. In this regard, it is possible to conceive two different strategies to develop the market for Spanish food and

² It is to be noticed that some of these indications of origin also regularly implement their own promotion activities in China, e.g. Rioja, Ribera-Rueda, La Mancha, etc.





beverages. **The first one aims at embedding Spanish foodstuffs into everyday Chinese cuisine.** Arguably, this approach provides the largest potential for market development. However, strong caution is needed before concluding that Spanish foodstuffs can be rapidly integrated in contemporary Chinese cooking, as preparations in Spanish and Chinese gastronomy differ overtly. Besides, this strategy would probably require a large and sustained investment in communication. **The second approach presents Spanish cuisine as a healthy, balanced, tasty and sophisticated complement to everyday Chinese cuisine.** While this approach offers a nuanced market potential, it seems less demanding in terms of investment and maturity. **A combination of both strategies would probably be optimal to approach this issue.**

The knowledge of Spanish gastronomy in China remains limited and is mostly associated with some quintessentially Spanish dishes such as *tapas*, *tortilla* or *paella*. However, there is a number of Spanish chefs and restaurateurs that have successfully ventured into the Chinese market. Famous chefs **Paco Roncero** (Estado Puro, Shanghai) and **Daniel Negreira** (DN, Shanghai, Suzhou, and Hong Kong) have been followed by other independent creators such as **Pol García** (El Patio, La Maruja), **Álvaro Ramos** (El Tomatito) or **José Vicente Mascarós** (El Pomposo). Unfortunately, the distribution of Spanish-styled restaurants is very uneven, as most and the best of them are located in Shanghai and Beijing or surrounding cities. On the contrary, the presentation of Spanish gastronomy in central and southern China, excepted Hong Kong, is scarce and frequently poor.

Under the premise that Spanish cuisine is central to the promotion of Spanish food and beverages, ICEX recently launched a global quality seal, named **“Restaurants from Spain”**, to distinguish those establishments that offer a combination of **authentic Spanish products** and **authentic Spanish cuisine**. The new label does not intend to make a gastronomic evaluation of the restaurants, but to recognize those that are inspired by the pursuit of authenticity and care for a unique and differentiated image.

At the launch of the seal, ICEX certified a total of 26 restaurants worldwide, of which 4 in mainland China – **Carmen** and **Migas** in Beijing, **Malabar** and **Tomatito** in Shanghai. It is intended that the latter serve as role models for other entrepreneurs, chefs and restaurateurs to expand the presence of quality Spanish cuisine to other locations in mainland China. Therefore, the number of restaurants pertaining to the network is expected to grow gradually but constantly. In this regard, ICEX is also committed to promote greater knowledge of these restaurants and encourage adherence to the “Restaurants from Spain” network, by boosting its occupation and rising their public profile. Therefore, **ICEX expects the Campaign to exploit the cooperation with the above mentioned restaurants and build upon the experience of “Restaurants from Spain” in China.**

ICEX and the “Spain Food Nation” Global Communication Campaign

The COVID-19 pandemic has severely hit food producers worldwide. In the case of Spain, producers and exporters have been affected by the sudden fall in consumption, the involuntary interruptions in production, the disturbances in the logistic chain and the increased technical barriers and protectionist measures adopted by some countries to support their domestic industry.

In this context, ICEX envisaged a **global communication campaign** to reassure consumers and provide informative tools to food professionals about the distinctive features of the Spanish food supply. This campaign was called **“Spain Food Nation” (SFN)** and was endowed with 4 million EUR, contributed by the Ministry of Agriculture, Fisheries and Food of Spain and ICEX.





SFN highlights the quality and excellence of Spanish foodstuff in order to develop the image of Spain as a high-quality food-producing country. It communicates with foreign consumers on the gourmet features of Spanish foodstuff and provides information to market operators to help them improve their positioning in foreign markets. Initially the SFN campaign was to focus on the promotion of products hard-hit by the pandemic, such as olives, olive oil, wines or fish. However, it soon evolved to feature activities that highlighted the differentiated quality of Spanish meats, cured meats, fruits, vegetables, vinegars, saffron, spices, and many other prestigious Spanish products. SFN also remarks the environmental sustainability of the Spanish food industry, e.g. taking advantage of Spain being globally the first producer of organic foodstuff. Food safety and innovation are also important aspects of the Spanish agri-food industry.

SFN is addressed mainly to **high purchasing power consumers** and secondarily to industry professionals. For this reason, SFN focused its actions on markets with high income and/or high growth potential for Spanish foodstuff, i.e., US, Canada, UK, Ireland, Germany, Switzerland, the Netherlands, the Nordic countries, Gulf countries, Japan, Korea, Singapore, China (mainland), Hong Kong, and Taiwan.

The activities supported by the SFN campaign mainly comprise **the production and placement of contents for prestigious media outlets**. These media might target general audience, sector professionals and/or lifestyle. SFN also produced six documentaries for the Euronews television channel, broadcasted through its digital platform, which serves 12 languages in 160 countries. These placements were intended to disseminate content about Spanish food, beverages and gastronomy, hence boosting the demand for Spanish products.

In addition, SFN sponsored the organization of some **public relations' events** by ICEX, aimed at food and beverage professionals, in order to increase their knowledge and stimulate their interest in Spanish products. These events included the "Food & Wines from Spain Tour" in the Middle East and Southeastern Asia, the "Eat Spain, Drink Spain" campaign in the United Kingdom, and the importers' fair "Spanish Wine Week" in Ireland. More information about these activities is available at www.foodswinesfromspain.com/spainfoodnation.

The deployment of SFN was put in place through a global contract with international media company **Condé Nast**. This firm is renowned for its mastery of *class publications*, where the target is not to achieve the largest possible readership, but to develop the loyalty of a particular social or interest group (travel, food, home, culture, or fashion readers). The audience of Condé Nast headers is made of buyers of premium and luxury products, as well as professionals for whom those publications constitute a reference of new trends in their professional facet. Condé Nast's headers on gastronomy are grouped under the brand www.foodinnovationgroup.com, which adds to the group's own values the concepts of health and well-being and universe of the foodie consumer. This profile suited the interest of ICEX to position SFN before high purchasing power consumers. By means of this contract SFN contents were produced by Condé Nast and placed in its worldwide publications, which include magazines such as Vogue, The New Yorker, GQ, Glamour, Vanity Fair, Wired, Pitchfork, Epicurious, and Bon Appétit, among others. This global contract, which included China, was complemented with some other contracts with local media companies, which ICEX developed through the network of the Economic & Commercial Offices of Spain established in different countries.

The **creative concept** of the SFN campaign articulated under the lead "**Eat Passion**", which was declined to introduce different attributes associated to Spanish food and beverages, e.g. *quality*, *healthy*. The campaign recognizes that Spain is frequently associated with *passion* in the



international imagination and uses that concept to infuse value into the country brand. Thus, passion is reflected in the works of the Spanish food and beverage industry to ensure the quality, sustainability, traceability and safety of their products.

Once the creative concept was developed, ICEX and Condé Nast developed different **content formats** for use in different media and countries, as mentioned below:

- **Food Quiz.** This format consisted of a collection of **videos** featuring noteworthy food and beverage **prescribers**, who would share their views on Spanish foodstuff and gastronomy. These prescribers embody the attributes ICEX intended to transmit. The featured prescribers included awarded chefs José Pizarro, Josep Roca, Carme Ruscalleda, Ferrán Adrià and Nacho Manzano. Each video would include a complete recording of 1-2 minutes, a clip of 15 seconds, 8 photographs, a master video, adaptations for distribution in all social media networks, translation and subtitling. ICEX was granted the rights of the featured prescribers for one (1) year from the signature of the contract, valid for distribution in the publications of Condé Nast worldwide and ICEX' websites.
- **Spain's Foodiepedia.** The next format featured a collection of **articles** with texts and illustrations oriented to the foodie audience. The latter were treated as potential prescribers for Spanish foodstuff and beverages, hence this format aimed at enhancing their awareness and knowledge of different products (e.g. ingredients, forms of use, differentiating qualities, indications of origin). The articles feature photographic material owned by ICEX, and texts are drafted in accordance with materials previously published by ICEX.
- **Travel in a bite.** These are **recipe preparations in video format**, demonstrating the use of Spanish foodstuff to prepare attractive and practical Spanish dishes. This format invites the audience to make a figurative travel to Spain through its gastronomy. This content includes step by step photographs of the recipe preparation, a master video, adaptation to all social media networks, translation and subtitling.
- **How to say.** The last format builds on the popularity and interest on the Spanish language as an element of connection with Spanish products. It elaborates on the features of different foodstuffs and the recipes in which they are main ingredients. The production comprises several pieces with different products to make **carousels in social media**, adaptation to different markets, photographs, and newly designed layout and creativity.

The SFN campaign launched in June 2020 and expired in June 2021. Despite the unfavorable context of the pandemic, the campaign was positively received by the audience, largely exceeding the initial targets. Below are shown some of the main results at global level, all markets comprised:

- The campaign reached **23.8 million impressions**, including 6.3 million in UK, 5.1 million in US, 4.8 million in Russia, 3.4 million in Japan, 1.8 million in Hong Kong, 1.6 million in Germany, 361,000 in Korea and 231,000 in mainland China.
- The number of **video views** and **page views** reached **2.9 million** and **149,000**, respectively. The **average reading time** of the contents was **1 minute 57 seconds**.
- The **interactions** in social media amounted 2.1 million.



In view of the positive results attained, ICEX has decided to **extend the life of the SFN campaign until mid 2022**, with renewed funding from both ICEX and the Ministry of Agriculture, Fisheries and Food amounting **4,450,000 EUR**. In this regard, Condé Nast has been granted a new contract for the period 2021-2022, that includes the exploitation of contents already developed under the previous SFN campaign on additional markets, as well as the production and distribution of new contents for the four formats mentioned above.

SFN Communication Campaign in China 2021-2022

In consideration of the strategic importance of China for Spanish food and beverage food exporters and the significant particularities of the Chinese food market vis-à-vis other markets, ICEX has decided to contract an **advertising and communication agency** exclusively for China mainland. The selected agency will be responsible for **designing, planning, producing, buying, and verifying content placements** in Chinese media, both online and offline. The Campaign is expected to last for seven (7) months, **from around December 1st, 2021 till June 30th, 2022**, though the exact dates may vary. The maximum available budget for this contract is **243,000 EUR, inclusive of agency fees and expenses of third parties, and excluded of any applicable taxes.**

The launch of an advertising and communication campaign exclusive for China responds to different motivations.

- **Firstly, ICEX aims at reaching a target audience which is broad but hard to identify individually.** Consumers of Spanish food, beverages and gastronomy in the Chinese market are too many to be reached individually and can only be described in terms of general demographic features. Furthermore, ICEX is a promoter of Spanish products but does not participate in market operations, for which reason it does not enjoy access to data on actual buyers of Spanish products. Therefore, advertising seems an appropriate communication tool for ICEX to improve its reach to the target audience.
- **Secondly, ICEX aims at generating news by communicating points-of-difference.** In the global market, Spain is well known for being producer of premium, high quality foodstuff and beverages and enjoying a rich and diverse gastronomy. Major features of the Spanish food and beverage production comprise *traceability* through all stages of production, transformation and distribution; *sustainability*, as Spain is the first global producer of organic food; *innovation*, boasting a dynamic foodtech industry working on the improvement of food production and transformation; *safety*, with the implementation of some of the strictest safety standards worldwide; and *corporate responsibility*, which as proven by the efforts deployed by the industry to ensure food supply in Spain and international markets during the pandemic. However, these attributes are not widely known in the Chinese market. Therefore, ICEX would like to communicate the advantages of Spanish products over the offer of existing competitors.
- **Finally, ICEX aims at presenting Spain as a global powerhouse in the production of food, beverages and gastronomy**, something for which it is already recognized as in markets as demanding as the United States, the European Union, Japan or Korea. This message is not only intended to consumers, but also to professionals, which might be reassured of the potential of Spanish companies to develop their products in the Chinese market.





The **main goal** of the SFN Communication Campaign in China is to promote Spain as a **major international producer of gourmet food and beverages**. The Campaign will aim at positioning Spain Food Nation as a distinctive country brand, recognized by targeted high purchasing power consumers in the Chinese market, in such manner that it positions Spanish products as superior vis-à-vis those of competitors. It seeks to raise awareness on the relevance of Spain as supplier of high-quality foodstuff and beverages to China, and modifying the perception of the target audience towards a positive experience.

The **promoted products** include foodstuffs that are originated in Spain and which Spain is authorized to export to China, with a special focus on those with a larger potential for market development, i.e. **olive oil, meat preparations, fish and seafood, food preparations, milk** and other dairies, **boned ham, oranges** and other citrus, **stone fruits**, charcuterie, **preserves, sherry vinegar, spices, pastas** and pasta sauces, **chocolates** and confectionary, industrial and craft **beers, juices** and fruit beverages, and spirits, among other. The former list should not be considered as exhaustive but as indicative. On the other hand, ICEX considers that products that enjoy larger market penetration or that benefit from specific promotion campaigns in the Chinese markets, such as white-coated pork, olives and wines, should not be a main object of promotion of this Campaign, although they can be presented in conjunction with other promoted products.

The **target audience** of the SFN communication campaign is made mainly of **high purchasing power consumers** in China mainland who are deeply interested in exploring the world of food and beverages, and the experience of international cuisines. The latter might be conformed by young and middle-aged consumers, with cosmopolitan attitudes, trend hunters, and purchasing habits associated and luxury and premium universes. They might like to try new creative restaurants and cocktails bars, and value other cultures and gastronomies. In addition, ICEX reckons that **food and beverage professionals** are important prescribers that can stimulate demand and expand the universe of buyers of Spanish products. In this regard, the Campaign may also target importers, distributors, wholesalers, retailers, restaurateurs, event organizers, key opinion leaders, etc., which might require distinct communication approaches and contents.

The **territorial scope** of the Campaign covers only China mainland, prioritizing urban populations in Tier 1 cities such as **Beijing, Guangzhou, Shanghai** and **Shenzhen**. In order to optimize available resources, the Campaign is expected to focus on the cities with the largest concentrations of food and beverage professionals and high-income consumers, hence more exposed to consumption of international foodstuff and beverages. It must be noticed ICEX intends to gradually address aspirational consumers in some rapidly growing Tier 2 cities, which might be included in the target of any extension of this Campaign.

The **creative concept** of the Campaign has already been developed by Condé Nast, based upon the idea of **“Eat Passion”**. This creativity revolves around the idea of eating Spanish foodstuff as a manner of enjoying the Spanish lifestyle. Passion is a key concept to that lifestyle, meaning also a commitment to provide high-quality foodstuff and beverages for an international audience.

The agency is expected to propose a **Content Plan** that conveys the messages of the Campaign. The **communication materials** of the Campaign will be of three different kinds. Examples of these three kinds of materials can be consulted at www.foodswinesfromspain.com/spainfoodnation.

- **Branded content** is the most important material envisaged for this Campaign. ICEX pretends to use branded content in order to lead the attention of consumers to the values and intangible qualities of the Spanish food, beverages and gastronomy, generate conversation and notoriety, appeal to the emotions of consumers, and make extensive use



of storytelling to convey the messages of the Campaign. Therefore, the Agency is expected to work with media outlets in order to create original content that is directly linked to the SFN brand. Media journalists are expected to develop the content in the style, format and creative language most appropriate to their readers. The contents thus developed will be published as regular information from the headers, in regular sections, fully integrated into the programming, which will enhance their credibility. At suggestion of the Agency, branded content may be co-created with renowned professionals or key opinion leaders. Besides, **ICEX will value the use of branded content under *white label* modalities**, which would grant it the right to use the newly created contents (i.e. rights of the agency, photographers, videographers, designers) in other media outlets. It should be noted that branded content previously developed by ICEX and Condé Nast, which can be found under the banners *Travel in a bite* and *How to say* at www.foodswinesfromspain.com/spainfoodnation, could be made available on demand for use in Condé Nast publications in China.

- **Informative advertising** could be used when branded content is not readily available or not considered convenient for the purposes of the Campaign. This technique will involve a promotion to educate the audience on the benefits of features of Spanish food, beverages and gastronomy, compare it to products similar in value and benefits from other countries, and inform on where these products can be purchased or enjoyed.
- **Persuasive advertising** is considered the least relevant for the purpose of the Campaign. This technique will involve communication that employs an openly sponsored, non-personal message to promote Spanish food, beverages, and gastronomy. The Agency will be provided with examples of advertisements and banners already produced for the SFN Campaign; images and photographs for these examples can be replaced at convenience, but the agency must respect the original creativity and logos.

ICEX expects the Content Plan of the Agency propose a **segmentation** of potential consumers into homogeneous groups, related in terms of behavior patterns, attitudes, demographic features, psychographic profile, and the like. This would facilitate **targeting** those groups whose needs the Campaign has the capability of addressing, and designing content offerings in accord with those needs. SFN content offerings must stimulate **engagement** of consumers by a variety of devices, such as demonstration of points-of-difference, or comparisons of Spanish products over other well-known products in the categories where the former enjoy dominance.

In order to optimize available resources, ICEX would like the Agency to analyze whether the path of least resistance is the optimal strategy for consumer targeting in this case. The latter would address most of the contract budget to **targeting current customers**, as those can provide increased revenues through enhanced loyalty or expanded purchasing. A smaller amount of the contract budget could **target new customers** who are similar to the current ones, mainly by driving them away from competitors. Finally, **targeting nonusers** at the point of entry into the categories where Spanish products are present, or users who are new to those categories, should represent the smaller amount of the budget. ICEX is open to consider alternative approaches by the Agency, in accordance with other considerations and segmentation and targeting strategies.

The Agency is expected to propose a **Media Plan** that represents the most effective combination of content placement, according to the communication objectives of ICEX. The Media Plan will detail the media (online and offline) recommended by the agency, the audience data, the coverage, the cost for each impact, the time schedule, and the budget.



The proposed Media Plan is expected to be multi-channel, covering **digital media** such as digital publications, websites, search engines, social media and mobile applications, and **traditional media** (magazines, newspapers, etc.). However, in order to reach cost-effectiveness, the Campaign will mostly address to digital media and, as a rule, will not target television or radio. The published digital contents must be accessible by different devices (mobile phones, tablets, and computers).

The Media Plan will also comprise **Key Performance Indicators** (e.g. number of clicks, reading time) that allow ICEX to measure the efficiency of the agency proposal, as well as the effectiveness of its actual implementation, among which at least the following:

- **Reach**, or how many individuals the campaign will be in front of over its duration.
- **Coverage**, or percentage of the audience that has received some communication at least once.
- **Frequency**, or how many times individuals will be exposed to the content of the campaign over its duration.
- **Gross rating point**, or addition of ratings or percentages of a target audience that are impacted by a single message through different media.
- **Cost per 1,000**, or investment necessary to impact 1,000 individuals from our target audience.

1. CONTRACT SCOPE

- 1.1. The scope of this contract is to appoint an advertising and communication agency that will **design, plan, produce, buy and verify a media communication campaign for SFN in mainland China.**

2. CONTRACT CONTENT AND JURISDICTION

- 2.1. **Campaign contract.** Once the Agency has been selected, a contract will be signed between ICEX and the Agency (hereinafter, the Contract) that will include: copyright issues, activities to be carried out, payment terms and conditions as well as other elements.
- 2.2. **Applicable law and dispute resolution.** Spanish law shall be applicable to the contents of this tender. Any dispute, disagreement, issue or claim which may arise between ICEX and the Agency from the performance of the Campaign and the Campaign contract will be referred to Ordinary Courts and Tribunals of Madrid (Spain), expressly waiving any other jurisdiction. The language used in any dispute shall be Spanish.

3. CONTRACT TERM

- 3.1. **Contract term.** The term of the contract is intended to run for **seven (7) months**, starting on the date the agreement is signed by both parties, which is expected to be around



December 1st, 2021, until June 30th, 2022. The final dates of the agreement are subject to variation though.

3.1.1. Tendering and rollover of the Campaign. The tendering procedure for the selection of the Agency is expected to conclude by **November 25th, 2021.** The Campaign is expected to kick-off from **December 1st, 2021.** These dates are subject to variation though.

3.1.2. Campaign closure. The closure of the Campaign is intended to take place on **June 30th, 2022.**

3.2. Contract renewal. Once the contract expires, it can be renewed **once** by agreement between ICEX and the Agency. The term of the renewed contract will not be longer than that of the original contract, and the amount will not be higher. The rest of the terms will remain the same as in the original contract.

4. CONTRACT BUDGET

4.1. Maximum available contract budget. The maximum available budget for this Contract is **EUR 243,000**, inclusive of agency fees and expenses of third parties, and excluded of any applicable taxes. Under no circumstances will the contract budget be exceeded.

4.2. Estimated Campaign contract value. The estimated total contract value of this Campaign, i.e., value of the first contract and possible extensions, is **EUR 486,000**, inclusive of agency fees and expenses of third parties, and excluded of any applicable taxes.

5. PAYMENTS AND INVOICES

5.1. Contract Amount. Only the activities, budgets and procedures included in the Contract will be binding for the Parties. No expense on behalf of ICEX can be incurred by the Agency before the date of signature of the corresponding contract and prior approval of ICEX, as represented by the Economic & Commercial Office of Spain in Guangzhou.

5.2. Payment currency. Payments to the Agency will be made in the currency of the Contract, which is the **EUR (Euro)**. Any currency exchange costs will be borne by the Agency.

5.3. Payments to offshore accounts. Payments to bank accounts of the Agency located offshore from mainland China will be subject to compliance with the domestic currency exchange legislation. Any international bank transfer fees or costs will be borne by the Agency.

5.4. Invoices. ICEX expects to be invoiced once each communication and advertising action involved has been contracted, implemented, completed and approved by ICEX.

5.4.1. Agency Service Invoices. The contract service fee will be divided into **seven (7)** equal parts to be paid monthly, starting in December 2021. The monthly service invoices for agency fees must be submitted jointly with the **Monthly Report** stated in **clause 10.2.** The final seventh payment will be made after all other invoices and



reports, including the **Final Report** stated in **clause 10.3**, have been presented and accepted by ICEX.

5.4.2. Media Placement Invoices. Media will be paid (in one or two instalments) once content placements have been **completed** and **verified** per the approved executed media plan by ICEX. Any expense related to the placement of media which requires payment prior to media running will be considered on an exceptional basis. Payments will be made at **net incurred media price** by the Agency on behalf of ICEX, excluding any agency fees. Placements and billing must meet every timing requirement specified in this brief.

5.4.3. Invoice details. All the invoices addressed to ICEX, whether agency service invoices or media placement invoices, must be billed as follows:

ICEX España Exportación e Inversiones, E.P.E.
VAT Number: Q2891001F
c/o Economic & Commercial Office of Spain in Guangzhou
10 Huaxia Road, R&F Building, Suite 503&504, Zhujiang New Town, Tianhe
Guangzhou 510623 Guangdong
Tel: +86 20 3892 7687
E-mail: canton@comercio.mineco.es

5.4.4. All expenses shall be billed with a company invoice containing the items listed below: (a) full company name, (b) company letterhead and/or logo, (c), company address, (d) date, (e) invoice number, (f) company VAT/Tax number, (g), description of the items, (h), price and sales tax, or indication of tax exempt, (i), total amount due.

5.4.5. All expenses will be verified against contract terms. In order to facilitate follow up and audit procedures of ICEX, the Agency is expected to provide all materials and documentation in the same order as the invoices.

5.4.6. All expenses paid to vendors or third parties outside of the Agency shall attach a copy of the invoice of the original supplier, and may be subject to payment verification for approval. ICEX reserves the right to carry out verifications by independent auditors in order to verify the veracity of the executed actions and the purchased media.

5.4.7. Unexecuted actions. ICEX expects to pay only for executed actions. In case any communication action is not carried out, it will not be paid, and the corresponding agency fees will be deducted.

5.4.8. Changes and modifications. Any changes and modifications to the proposed media plan made in the execution phase shall be expressly approved by ICEX beforehand. Any action that entails a modification of the proposed media plan that is carried out without ICEX's express approval shall not be paid.

5.5. Assignment of the contract. The assignment of the contract is not allowed.



6. AGENCY PROFILE AND REQUIREMENTS

- 6.1. Agency profile.** ICEX is seeking an integrated advertising and communication agency with demonstrated expertise in food, beverage and/or gastronomy industries in mainland China. The Agency must have the human and material resources necessary for the successful execution of the Campaign outlined in this brief.
- 6.1.1. Meetings.** The Agency must be able to conduct regular and timely meetings with ICEX, represented by the Economic & Commercial Office of Spain in Guangzhou. In view of mobility constraints in the context of the pandemic, ICEX might allow the Agency to conduct meetings by videoconference, in case the latter so request it.
- 6.1.2. Languages.** The Agency must be able to provide services in Chinese (Mandarin) to meet the needs of the Campaign. However, the Campaign proposal will be drafted in English. Communication between ICEX and the Agency will be in English.
- 6.2. Agency Administrative Requirements: Project References.** In order to assess its technical capability to carry out the Campaign, the Agency shall detail in its proposal references for works similar in scale and scope, executed throughout different markets in mainland China over the course of the last **three (3) years**. The references submitted shall indicate the dates, investment amounts, location of execution and, when possible, provide examples of the advertising placements.
- 6.3. Agency Administrative Requirements: Project Resources.** The Agency must demonstrate possession of the tangible and intangible resources necessary for the successful execution of the Campaign outlined in this brief. In order to assess its capability to carry out the Campaign, the Agency shall detail any **technical resources** to develop its communication and advertising services, e.g. software for graphical design, social media management, public relations, or digital marketing, among other. The agency shall also demonstrate access to a **strong and cultivated network of contacts in media outlets** throughout mainland China, which will be detailed by reference to internal contact databases, subscriptions to external, public relations tools, long-term relationships with media outlets or collaborations with key opinion leaders, among others.
- 6.4. Agency Administrative Requirements: Financial Solvency.** All competing agencies will be required to provide a solvency report, including their audited financial accounts for the **best of the last three accounting (3) years**. The minimum annual turnover requirement is an amount equivalent to **250,000 EUR**, in the best of the past **three (3) accounting years (2018, 2019 and 2020)**.
- 6.5. Non-compliance.** Non-compliance with any of the requirements established in the present section will result in the **disqualification** of the agency concerned. However, ICEX allows competing agencies to comply with the requirements set in this brief by means of subcontracting, joint ventures or other business cooperation agreements. In this case, competing agencies must clearly state in their offer if they use any of these options to meet the requirements set in this brief, and provide documentation that legally demonstrates the extent and seriousness of the relationship between companies involved.



7. CONTENTS OF PROPOSALS

7.1. Proposal content. The competing agencies are expected to present a proposal that includes **three (3) separate documents (Administrative Requirements; Technical Proposal, and Financial Proposal)**, as detailed below. Proposals that miss anyone of the said documents will be considered incomplete and excluded.

7.2. Document 1: Administrative Requirements of the Agency (PDF file). All competing agencies must present an electronic file in PDF format, comprising the following documents:

- **Acceptance letter.** All competing agencies are required to provide an acceptance letter, signed by a legal representative of the company, accepting each and every term and condition stipulated in the present briefing.
- **Project References.** The dossier should detail promotional projects of similar scale and scope, as stated in **clause 6.2**.
- **Project Resources.** The dossier should detail tangible and intangible resources available to the project, as stated in **clause 6.3**.
- **Financial Solvency.** All competing agencies will be required to provide a solvency report including their audited financial accounts for the **best of the last three (3) accounting years (2018, 2019 and 2020)**, as stated in **clause 6.4**.

7.3. Document 2: Technical Proposal of the Agency (PDF file). All competing agencies must present a detailed work proposal, **without any reference to the fees**, and work plan for all project categories. Proposals that include any reference to the project fees will not be considered. The Technical Proposal may not exceed, in total, **thirty (30) pages**.

7.3.1. Project Team. The Agency shall detail in its proposal the team of employees and consultants assigned to this contract (**hereinafter, the Team**), specifying the professional qualifications and previous projects of Team members, as well as a description of the roles and tasks they will perform, so as to ensure that the Team is sufficient and capable of carrying out the necessary tasks in the Campaign.

7.3.1.1. The requirements set in this section are mandatory, and agencies that do not present in their proposal a team that meets all the requirements will be excluded. While the Agency is allowed to comply with the requirements set in this brief by means of subcontracting, joint ventures or other business cooperation agreements, the proposal must clearly detail which roles will be supplied by subcontracting. ICEX expects that all key Team members assigned by the Agency to the contract remain committed to the Campaign for its entire duration.

7.3.1.2. The Agency must detail in its proposal the role of each Team member assigned to the different program areas of this Campaign. In addition, their detailed resúmenes must be included in the proposal, according to the model included in **Annex I** (MS Excel file).



7.3.1.3. ICEX expects that all key Team members (i.e. Team Leader, Team Administrator and Team Contact Person) assigned by the Agency to the contract have a sufficient command of English and Chinese (Mandarin) languages to meet the needs of the Campaign. It is reminded that, though the Agency is expected to deliver communication and advertising services in Chinese (Mandarin), communications between ICEX and the Agency will be in English.

7.3.1.4. Team Leader. The Agency must designate a senior member of the Team responsible for the planning, organization, and overall implementation of the Campaign. This member should have a minimum **five (5) years** of experience in the advertising and communication industry, and a minimum of **two (2) years** in advertising and communication for the food, beverages, and/or gastronomy industry in mainland China.

7.3.1.5. Team Administrator. The Agency must designate a member responsible for all reporting and accounting, in order to ensure compliance on a timely basis. This member should have a minimum **two (2) years** of verifiable experience with similar administrative and accounting matters in mainland China.

7.3.1.6. Team Contact Person. The Agency must designate a single contact person that is informed of all aspects of the contract, including administrative matters, and has direct communication with ICEX, as represented by the Economic & Commercial Office of Spain in Guangzhou. This member should have a minimum **two (2) years** of verifiable experience with similar matters in mainland China.

7.3.2. Project Work Plan. The Agency will present a detailed work proposal for a **communication campaign under the banner of “Spain Food Nation”**, to promote Spain as a distinctive supplier of superior **foodstuff, beverages and gastronomy**. The Campaign will have a special focus on high purchasing power consumers located in Beijing, Guangzhou, Shanghai and Shenzhen.

7.3.2.1. Project Content Plan. The proposal of the Agency must include a Project Plan, with suggestions for **branded content, informative advertising** and persuasive advertising. However, for the purposes of the Campaign, **branded content is considered the most convenient**, and ICEX expects the Agency to work directly with media outlets in order to create original content linked to the SFN brand. The Agency will be responsible for **all necessary production and adaptation of contents** in order to fulfill the proposed distribution and airing of communication actions. Therefore, the proposal must provide sufficient information on how the Agency will achieve the successful implementation of the Campaign. It is remarked that the proposal must be consistent with the global **creativity and messages** previously developed in the framework of the SFN campaign, examples of which are available at <http://www.foodswinesfromspain.com/spainfoodnation>. In addition, branded content previously developed by ICEX and Condé Nast in the context of the SFN campaign, which can be found under the sections “Travel in a bite” and “How to say” at



<http://www.foodswinesfromspain.com/spainfoodnation>, could be made available on demand for use in Condé Nast publications in China. In order to facilitate the assessment of the Content Plan by ICEX, the proposal of the Agency must include a summary table, following the example of **Table 1**.

TABLE 1. PROJECT CONTENT PLAN (EXAMPLE)						
No.	Product	Content	Media	Demographics	Messages	Content Theme
1	Crafted Beer	Branded	Digital	Shanghai Urban youth	Gourmet Cool	The best Spanish beers in Shanghai
2	Crafted Beer	Branded	Digital	All China Urban youth	Gourmet Convenience	10 great Spanish beers you can shop online
3	Olive Oil	Branded	Digital	All China Mid-age Women	Gourmet Healthy	How to give your dishes a healthy touch with olive oil
4	Olive Oil	Branded	Digital	Shenzhen Young women	Cool Healthy	Spanish olive oil for a perfect salad
Etc.						
Total						

7.3.2.2. Project Media Plan. The proposal of the Agency must include a Media Plan that represents the **most effective combination of content placement in different Chinese media**, according to the communication objectives of ICEX. The Media Plan will detail the media (online and offline) recommended by the agency, the audience data, the coverage, the cost for each impact, the time schedule, and the budget. In order to reach cost-effectiveness, the proposed Media Plan is expected to focus on **digital media**, such as digital publications, websites, search engines, social media and mobile applications. The published digital contents must be adapted to access from different devices (mobile phones, tablets, and computers). The Plan should include a timeline, complete with workflow charts, which itemizes the media titles, properties, publishers and platforms proposed. In order to facilitate the assessment of the Media Plan by ICEX, the proposal of the Agency must include a summary table, following the example of **Table 2**.

7.3.2.3. The proposed Media Plan must include a **detailed breakdown** of the estimated costs of different communication actions, comprising all possible costs, and in particular costs related to media placement, costs related to third parties that are necessary for media placement (e.g. creative productions), and agency service fees. However, **agency service fees will not be detailed in the Technical Proposal**; these fees will only be detailed in the Financial Proposal (document 3).

7.3.2.4. The proposed Media Plan must make use in full of the **maximum available contract budget** stated in **clause 4.1**, without exceeding it. ICEX understands that the amounts detailed in the Media Plan are estimates and might differ from the execution of the contract. However,



executed actions will always be limited to the maximum available contract budget.

TABLE 2. PROJECT MEDIA PLAN (EXAMPLE)

No.	Media Name	Audience	Demographics	Web	Budget (EUR)	Content	Impressions	CPM	Projected Views	Timing Date
1	Media 1	Lifestyle	All China Urban Etc.			Branded				
2	Media 2	Travel	All China Urban women Etc.			Branded				
3	Media 3	Restaurant aficionados	Shanghai Young professionals Etc.			Branded Info Adv.				
4	Media 4	Winebar aficionados	Shenzhen Middle-age men Etc.			Info Adv.				
Etc.										
Total										

7.4. Document 3: Financial proposal of the Agency (MS Excel file). All competing agencies must present a financial proposal, including a detailed budget for the Campaign and a proposed breakdown of all costs, according to the table depicted in **Annex II (MS Excel file)** of this briefing. The **agency service fee** and all **applicable taxes** must be specified and included in the above cited amounts. Proposals exceeding the maximum available budget, as stated in **clause 4.1**, will not be considered.

7.4.1. Agency fees. Agencies should be aware that all local transportation, mail, messenger and equivalent costs will be considered as part of the agency overhead and will be covered in its fees. Besides, ICEX reserves the right to assess whether any of the amounts not included in the fees should also be considered as such.

7.4.2. Taxes. ICEX will evaluate the Financial Proposal based on the offered prices, excluding taxes. Therefore, the proposals should include a breakdown with the price offered, where taxes are clearly separated.

7.4.3. Currency. The proposal will be drafted in **EUR (Euro)**.

8. SUBMISSION OF PROPOSALS

8.1. Invitation to tender. ICEX, represented by the Economic & Commercial Office of Spain in Guangzhou, will send this brief to different advertising and communication agencies. The brief will also be published on the Plataforma de Contratación del Sector Público (<https://contrataciondelestado.es>), which is the electronic tendering platform of



the Spanish administration, as well as on the website of ICEX (<https://china.oficinascomerciales.es>).

- 8.2. Submission of proposals.** The agencies wishing to participate in the tender must send the documentation listed below, exclusively in digital format (PDF), **ONLY** to the e-mail tenders@icex.es before **November 8th, 2021 at 09:00 Madrid time (16:00 Beijing time)**. Proposals not submitted within the deadline will be automatically excluded.
- 8.2.1. Electronic files.** All files should be in digital (PDF and MS Excel) format only. Neither e-mails nor individual files sent as attachment should exceed 4MB in size. Should files be larger, the competing agencies should use a file transfer service, which they have previously verified (e.g. WeTransfer, Dropbox, or other).
- 8.2.2. Expenditures.** Please note that any expenditure incurred by competing agencies in the preparation of the proposals, presentations and quotes will be at the expense of the said agencies. Submission of the offer will not generate any fees or reimbursement of any type of expenses from ICEX.
- 8.2.3. Language.** The proposal will be drafted and presented in English. Documentation in Chinese (Mandarin) or any other language shall be translated into English by the Agency as appropriate.
- 8.2.4. Acceptance of terms.** Submission of a proposal and participation in this tender implies the express acceptance by the competing agencies of all the clauses contained in this brief.
- 8.3. Amendment of proposals.** Once competing agencies have submitted their proposals, ICEX will not accept the submission of any amendments, additions or corrections, unless the latter result from a clarification requested by ICEX, according to the procedure stated in **clause 8.4**.
- 8.4. Clarification of proposals.** Competing agencies meeting the administrative requirements of the present brief may be invited by ICEX to clarify specific aspects of their technical or financial proposals, which will be done in written.
- 8.5. Compliance of proposals.** All competing agencies submitting a proposal should be aware that the Legal Services of ICEX will review the documentation submitted by each agency, to ensure compliance with every requirement set in this brief. Non-compliance with any of the requirements established in the present brief will result in the automatic disqualification of the agency concerned.
- 8.6. Assessment of proposals.** The document 1 (Administrative Requirements) will be the first to be opened and assessed. Once and only if the competing agency has been verified to comply with every requirement set in this brief, will the document 2 (Technical Proposal) be opened, assessed and assigned evaluation scores. Finally, the document 3 (Financial Proposal) will be opened, assessed and evaluated. Thus, the price (fees) contained in the financial proposal offer will not be known until that moment.
- 8.7. Selection of agency.** A decision will be made as soon as possible from the published proposal due date. The decision will notified via e-mail to all competing agencies and



published on the Plataforma de Contratación del Sector Público, as well as on the website of ICEX, in order to enable the selected agency to begin work promptly.

- 8.8. Contact persons.** Questions related to this briefing might be addressed in written form until **November 4th, 2021 at 09:00 Madrid time (16:00 Beijing time)** only through the e-mail tenders@icex.es. In the interest of fairness, any questions by competing agencies, as well as the corresponding answers by ICEX, might be shared with all other agencies.

9. EVALUATION CRITERIA

- 9.1. Evaluation criteria.** All proposals will be evaluated and compared on equal terms using the following criteria and weighting:

TABLE 2. EVALUATION CRITERIA	
Evaluation Criteria	Scores (Max.)
I. Financial Proposal	20
<ul style="list-style-type: none">ICEX will assess the fees proposed by the different competing agencies. If necessary ICEX will treat as fees not only those specified by an agency, but also other specified amounts for each activation that might be rightly considered as such.ICEX will award the maximum score (20) to the Financial Proposal with the lowest agency service fees. ICEX will award other Financial Proposals with the proportional score.Financial Proposals must exhaust the maximum available contract budget, without exceeding it. Financial Proposals that exceed the maximum available contract budget will not be considered.	
II. Technical Proposal	80
<ul style="list-style-type: none">ICEX will assess the quality of the proposed plan and the extent to which it satisfies most efficiently the objectives of the Campaign, assigning points to each of the components of the Technical Proposal, as described below.Technical Proposals that do not receive at least 15 points in components II.2 and II.3, respectively, will be automatically excluded.ICEX will award responses to the Technical Proposal as follows: Non-compliant. The proposal does not comply with basic requirements and/or lacks basic information or detail to be properly assessed. 0% of maximum score Partially compliant. The proposal states that the agency can meet some but not all of the requirements and/or does not provide sufficient information or detail on how they will do so. 50% of maximum score Fully compliant. The proposal states that the agency can meet all the requirements, and provides 75% of maximum score	



<p>information and details on how they would do it.</p> <p>Exceeds requirements. The proposal states that the agency can meet all the requirements, provides detailed information on how they would do it, and excels at presenting value actions or approaches.</p>	<p>100% of maximum score</p>
<p>II.1. Technical Proposal: Project Team.</p> <p>ICEX will evaluate the contribution by the Agency of additional personnel in the Project Team, such as staffers or consultants, renowned experts in the food, beverage and/or gastronomy industry in China, renowned experts in communication and advertising and social media marketing, and/or notable prescribers, with a maximum of five (5) points.</p>	<p>5</p>
<p>II.2. Technical Proposal: Content Plan.</p> <p>ICEX will evaluate the quality of the proposed Content Plan with a maximum of thirty (30 points). ICEX will assess the quality and extent to which the proposed content plan most efficiently satisfies the Campaign objectives; the quality, feasibility and reach of the specific actions proposed; and the innovative means to satisfy the stated objectives. ICEX will award each of these elements as follows:</p> <p><i>II.2.a. Proposed analysis of targeted products.</i></p> <p><i>II.2.b. Proposed analysis of targeted audience.</i></p> <p><i>II.2.c. Methodology employed by the Agency in the process of developing contents, going to market and buying placements.</i></p>	<p>30</p> <p>10</p> <p>10</p> <p>10</p>
<p>II.3. Technical Proposal: Media Plan.</p> <p>ICEX will evaluate the effectiveness of the proposed media plan with a maximum of thirty (30) points. ICEX will assess the effectiveness of the proposed planning process, including calendar of actions to follow and workflow charts to determine the extent to which the proposed plan is realistic and efficient in its distribution of resources, and how the plan ensured the successful execution and reporting of all activities. ICEX will award each of these elements as follows:</p> <p><i>II.3.a. Proposed analysis of targeted media.</i></p> <p><i>II.3.b. Calendar and workflow charts.</i></p> <p><i>II.3.c. Resources and tools that the agency utilizes to plan, buy and measure the impact of the proposed buy plan.</i></p>	<p>30</p> <p>10</p> <p>10</p> <p>10</p>
<p>II.5. Technical Proposal: Innovations and Improvements.</p> <p>ICEX will evaluate any innovations or improvements of the Technical Proposal with a maximum of fifteen (15) points.</p> <p>In this regard, ICEX will value those elements of the proposal that represent notable innovations or improvements in the conception or execution of the Campaign, e.g. contribution of additional deliverables, innovative contents proposals, innovative communication forms, adaptations of best practices from competing products or countries, and other elements not considered in this brief. ICEX will also value complementarities and synergies with other</p>	<p>15</p>

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<p>promotional activities in favor of Spanish food, beverages and gastronomy, especially those implemented by ICEX itself.</p> <p>The amount of any innovation or improvement must be included in the proposed budget and cannot entail an additional cost.</p>	
TOTAL	100

9.2. Anomalous Financial Proposals. Financial Proposals will be evaluated to determine whether they can be considered disproportionate or anomalous. Bids will be considered anomalous when (a) the Financial Proposal is 20% lower than the maximum available budget, in case there are fewer than three bidders, or (b) the Financial Proposal is 10% lower than the arithmetic mean of all bids submitted, in case there are three or more bidders, excluding the most expensive bid for the calculation of the arithmetic mean. Whenever a bid is considered anomalous, the interested agency will be requested to justify its proposal, its terms and its conditions, within the **seventy two (72) hours** following notification. Having received the plea or the aforesaid time limit having expired, ICEX will decide, upon technical advice if necessary, on considering the bid as anomalous, excluding it accordingly.

9.3. Tiebreaker Criteria. In the event of a tie in the score obtained by two or more bidders, it will be resolved by applying the social criteria stated below, in order and referred to at the end of the deadline for submission of proposals. The supporting documentation for the tiebreaker criteria referred to in this clause will be provided by the bidders at the time the tie occurs, and not previously.

- Higher percentage of workers with disabilities or in a situation of social exclusion in the workforce of each of the companies, giving priority in case of equality, to the largest number of permanent workers with disabilities in the workforce, or the largest number of workers in inclusion in the template.
- Lower percentage of temporary contracts in the workforce of each of the companies.
- Higher percentage of women employed in the workforce of each of the companies.
- The draw, if the application of the above criteria had not resulted in a tiebreaker.

10. OBLIGATIONS

10.1. Technical Quality. The Agency shall be responsible for the technical quality of the work and services it may carry out during this contract. It shall also be responsible for any consequences arising for ICEX, or for third parties, from errors, omissions, inappropriate methods, or incorrect conclusions in the performance of the contract. In particular, the Agency shall be responsible for:

- Ensuring that both the development and the result of the services and work which has been contracted to carry out comply with the quality specifications required by ICEX.



- Compliance with the time-limits agreed with ICEX in each case.
- Omissions, errors, incorrect conclusions, or inappropriate methods that it may recommend and implement during the term of this contract.
- The personnel forming part of the project team assigned to the development and performance of the Contract, with the Agency bearing sole liability in employment matters for the conduct and operation of the above-mentioned team.
- The processing of any information and data made available to it.

10.2. Monthly Report. The Agency will provide to ICEX a Monthly Report with the documentation and evaluation of the actions implemented each month in the framework of the Campaign, as well as a planning of the actions foreseen for the next month. In these reports the Agency will also provide a detailed update of the running budget and financial position of the Campaign, including expenses and commitments.

10.3. Final Report. Likewise, at the end of the Campaign, the Agency shall submit a Final Report, comprising the following items: (i) executive summary; (ii) a complete report on all activities carried out and funds invested in the performance of the Campaign, including evaluation of the actions and proposals for improvement; (iii) a list of all media outlets that participated in the actions of the Campaign; (iv) all contents developed in the course of the Campaign. The Final Report will be submitted within **ten (10) days** from the end of the Campaign.

10.4. Copyright and information rights. The intellectual or industrial property rights for all works created by the Agency, as well as all the information gathered by the latter on behalf of ICEX in connection with this contract shall belong to ICEX, at no extra cost, upon payment of all relevant consultancy fees and expenditure herein agreed. This includes the right to use, reproduce, modify, distribute publicly and via online media. Said rights will be on a global basis and throughout the maximum period of copyright protection, for all the file types, in any format or language, and with all the effects determined by the law.

10.4.1. All materials produced are the property of ICEX, including any intellectual property, printed materials, photography, website, videos and other offline and online publications.

10.4.2. The Agency will ensure that all vector files of materials produced, in any medium or format, are delivered to ICEX. This includes all original and edited photography, video, and social media files, which the Agency guarantees have been produced for ICEX and are not owned for third parties.

10.4.3. The Agency will send in real time the placements developed in the course of the Campaign to ICEX so that they may be referenced in the global accounts of ICEX (e.g. ICEX and ICEX' Food and Wines from Spain, among others).

10.4.4. The Agency shall, at its own expense, defend any claim or threatened claim brought by third parties against ICEX, insofar as the said claim is based on the allegation that the work carried out by the Agency within the framework of this contract infringes intellectual or industrial property rights of third parties or



constitutes an undue appropriation of trade or industrial secrets belonging to third parties.

10.5. Confidentiality. The Agency is obliged to maintain professional confidentiality with regard to the information and documentation provided by ICEX for the performance of the services. This obligation shall remain in force both during and after the end of the activities to which the contract related, until the said information comes into the public domain or, for any other legitimate reasons, loses its confidential status. This clause shall not apply to information that is (i) in the public domain, (ii) already known to the party receiving it, (iii) disclosed in compliance with court orders or under legal obligations.

10.5.1. The Agency shall only permit access to the confidential information to those persons who have a need to know it for the purposes of carrying out the activities and services under the contract. The Agency shall be responsible for ensuring compliance with the confidentiality obligations by the personnel in its employ and by any persons or entities working in collaboration with the Agency or subcontracted by it.

10.5.2. The Agency also undertakes not to use any confidential information belonging to ICEX to which it may have access for its own or private purposes or for any other purposes.

10.5.3. Failure to comply with the obligations indicated above shall entitle ICEX to bring civil or even criminal actions against the Agency for any liability that might be applicable.

11. CANCELLATIONS

11.1. Termination. ICEX reserves the right to unilaterally terminate the contract if the services are not performed by the Agency in accordance with the instructions received from the client, if any of the deadlines applicable to the Agency are not met, or if there is any failure to fulfil the obligations established in the contract. All of the above is without prejudice to any claims for damages that might arise.

11.2. Cancelation or postponement of actions. In the event an action is not held, ICEX shall solely satisfy the expenses incurred by the Agency from the date of the contract (and in connection with the same) until the date of a formal notice of the cancelation by ICEX. To be reimbursed, the Agency must submit all documentary invoices of the expenses incurred up to that date. In the event that the said action is postponed, the parties will try to reach an agreement in good faith that benefits their respective interests as much as possible.

12. CLIENT ORGANIZATIONS

12.1. ICEX España Exportación e Inversiones, E.P.E. ICEX is a public business entity dependent of the Ministry for Industry, Trade and Tourism of Spain. It is represented in China by the Economic & Commercial Offices of Spain in Beijing, Guangzhou, Hong Kong, and Shanghai. The mission of ICEX is to promote Spanish exports, support the international expansion of Spanish companies, and promote foreign investment in Spain.





ICEX is responsible for the international promotion of Spanish food, beverages and gastronomy (www.foodswinesfromspain.com).

- 12.2. The Economic & Commercial Office of Spain in Guangzhou.** The Economic & Commercial Office of Spain in Guangzhou is a diplomatic service, integrated in the Consulate General of Spain in Guangzhou. The Office is responsible for promoting trade and investment between Spain and the provinces of Fujian, Guangdong, Guangxi, Guizhou, Hainan, Hunan and Yunnan. It is also tasked for the promotion of Spanish food, beverages, and gastronomy in China in the framework of this Campaign.
- 12.3. European Regional Development Fund (ERDF).** This Campaign can be subject to financing of the European Union through the European Regional Development Fund. The successful tenderer will be obliged to comply with the information and advertising obligations set out in Annex XII, section 2.2. of Regulation (EU) 1303/2013 of the European Parliament and of the Council of 17 December 2013³, and, in particular, the following:
- 12.3.1.** In the working documents, as well as in the reports and in any type of medium which is used in the actions necessary for the subject of the contract, the EU emblem will appear in an obvious and noticeable way, in making explicit reference to the European Union and the European Regional Development Fund.
- 12.3.2.** In any public dissemination or reference to the actions provided for in the contract, whatever the means chosen (brochures, posters, etc.), the following elements must be included in a noticeable manner: emblem of the Union European in accordance with established graphic standards, as well as the reference to the European Union and the European Regional Development Fund, including the motto “A way of making Europe”.

**ICEX Board of Directors
By Delegation (Resolution of 30 September 2021 BOE
[Official State Gazette] of 11 October 2021**

**Aitor J. Mate Rincón
Chief Economic & Commercial Counselor
Economic & Commercial Office of Spain in Guangzhou**

Guangzhou, P.R. China, on the date included in the signature

³ Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006. <http://data.europa.eu/eli/reg/2013/1303/2020-12-29>

