

Open Tender Clarifications No. 2**European Banking Authority Tender Procedure: Communication Consultancy and Support EBA/2013/008/OPS/SER/OP****Date: 21st October 2013**

| No. | Questions | EBA Response |
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| 1 | You refer in the brief to the Consultant's role in advising, supporting and defining the EBA's communications strategy. Will you be looking to the Consultant to kick-start the process of defining a communications strategy from inception to completion or will you want the Consultant to build upon an existing communications strategy which you have already established? | The communications strategy will be indeed defined from inception to completion and jointly by the EBA and the Consultant. |
| 2 | You mention that on average three rounds of comments will be exchanged with the EBA on any written materials. What kind of process do you have in place for reviewing written communications? Do you have a compliance function and how quickly are they able to provide sign-off? | There is no compliance function. Sign -off processes vary depending on specific dossiers. The Consultant will be able to provide advice on streamlining processes, if deemed necessary. |
| 3 | Would you envision the Consultant providing a share of voice or competitor analysis to assess how you are performing in comparison with your peers? | The Consultant will be expected to assess past, present and future communication activities of the EBA, not necessarily in relation to competitors, but in relation to effectiveness of communication activities. |
| 4 | Would you be looking for 'impact research' with stakeholders – the extent to which key stakeholders understand the EBA and are prepared to act on the basis of this understanding? | The EBA will be looking into receiving advice on its stakeholders' relations. This may include carrying out impact research, as well as stakeholders mapping, as deemed necessary buy either the EBA and/or the consultant. |

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| 5 | Can we provide team structure/ org chart as part of the response to 15.4? | Yes |
| 6 | For the rationale section of the response, do you want us to provide our take on your brief and what your challenges and opportunities are? | Yes |
| 7 | Are the case studies you provide in the tender document reflective of the type of work you would expect the Consultant to carry out? | Yes, they can be considered non-exhaustive practical examples of some of the work expected. Their purpose in the call is solely for evaluation purposes. |
| 8 | You say in the brief that you want a main contact to deal with – does this have to be the most senior level person on the team or can this be the Project Leader/Account Manager level? | It will have to be the Project Leader/Account Manager. |
| 9 | When would you expect the Consultant to begin work? | After the completion of the call, indicatively between December 2013 and January 2014. |
| 10 | On 13.3: "NAME UNDISCLOSURED" intends to sub-contract the event management requirement (to a strategic partner) whilst leading the communications consultancy element. The EBA request at least three communication project examples; would you like us to include one example from our event management partner? | Projects need to show provision of strategic advice on communication campaigns as stated in Section 13.3 of the Tender Specifications, regardless of whether they were carried out by a sub-contractor or not. The tenderer (whether one legal entity, several entities submitting a joint tender, or several entities and a subcontractor) must demonstrate compliance with the selection criterion. |

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| 11 | <p>Since you are partly funded by the EU, do you require the Consultant to adhere to the rate cards prescribed by the European Commission for projects undertaken by external consultants?</p> <p>If so, what are the current EU rate cards you adhere to? If not, is there any other established rate benchmark you use when commissioning external consultants?</p> | <p>No.</p> <p>No.</p> |
| 12 | <p>Do you have key messaging in place which we will need to work from or will you want the Consultant to provide a message development process?</p> | <p>Both.</p> |
| 13 | <p>You say that the media concerned will mainly be specialised in economic, financial and banking issues but activity may include a broad range of different types of media across the EU and beyond. Could you share your view on the media that is most important to you?</p> | <p>Media listed in the tender specification. The Consultant may be expected to provide advice on activities, in line with the objectives that will be set in the communication strategy.</p> |
| 14 | <p>How important do you see online and digital communications being for the EBA in the coming years?</p> | <p>The Consultant will advise on this, as part of the communications strategy.</p> |
| 15 | <p>Have you had any media relations or public affairs support in London or Brussels before?</p> | <p>On an occasional basis and in relation to ad-hoc campaigns/events.</p> |
| 16 | <p>To what extent will you want support in communicating your messages to stakeholders beyond the media – international policymakers, MEPs, European bodies, national regulators and central banks etc.?</p> | <p>The Consultant will advise on this, as part of the communications strategy.</p> |
| 17 | <p>What proportion of the support you are looking for would be focused on the media and what proportion on events, promotional materials, webcasting etc.?</p> | <p>The Consultant will advise on this, as part of the communications strategy.</p> |

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| 18 | <p>Are you able to provide an indicative percentage split of the budget (i.e. the percentage split of €900,000 per four year period)/€225,000 per annum) budget between Communications Services, Events Organisation, Corporate Material Design and Production and Promotional Products? We appreciate that this may be subject to change, however even an indication at this stage would be useful.</p> | <p>As you say this is indeed subject to change, depending on how activities will be focused in the communications strategy.</p> <p>As a very rough indication, the budget may be split as follows:</p> <p>Communications Services 85k € Events Organisation 90k € Corporate Material Design 20k € Production and Promotional Products 30k €</p> |
| 19 | <p>At point 15.2 of the Tender Specifications, you mention that "The tenderer should describe its understanding of the role of the EBA role [...]". Do you also want to see an answer as to the role of EBA in comparison with ESMA and EIOPA as they are not mentioned in that sub-section?</p> | <p>No, only the EBA.</p> |
| 20 | <p>As relates to media relations (Tender Specifications, 3.2) in the EU, do you refer to EU specialised press/journalists or do you also refer to national press? In case of the latter, do you refer to the 28 Member States or only some of them? In case you would like us to cover the 28 Member States, do you want us to provide team members/CVs from all the 28 Member States?</p> | <p>We do refer to specialised, as well as national media, and in all 28 EU Member States. We only need the CVs/composition for the team that will follow the EBA.</p> |
| 21 | <p>The Annex IV – Price List includes a section on (Part 2) Fixed Service Fees for Events Organisation services. Should we consider London as the location of reference for the prices we are going to provide? In case not, which location of reference would you like us to take into consideration (e.g. Brussels)?</p> | <p>This is meant to be about what you charge for your services, not the services per se. In general, you will have to make sure that the cost you are providing will cover all your expenses to provide these types of services in the most diverse types of EU cities (from smaller to major).</p> |

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| 22 | <p>Moreover, the Part 2 requires some services that are too broad to provide an exact quote. For example, does the Technical equipment refers only to microphones or projectors, PC, photographer, cameraman or other services should be taken into consideration? In case you cannot provide for further information, can we modify the Category of service, indicating the equipment that will be included in the quote?</p> | <p>No, categories cannot be changed. This is meant to show what you would charge for the time and effort you need in finding a provider for those services and equipment, not the cost of the services and equipment per se.</p> |
| 23 | <p>The same question relates to Venue, Catering services and Restaurant as the three will be chosen on ad-hoc basis depending on the audience and needs. Again, would it be possible to modify the Category of service to narrow down our financial offer?</p> | <p>No, categories cannot be changed. This is meant to show what you would charge for the time and effort you need in finding a venue, not the cost of the venue per se, or the cost of services such as food, beverages, technical equipment or similar.</p> |
| 24 | <p>With regards to the financial proposal for the case studies (Tender Specifications, 16), is it possible to use another template than the Annex IV - Price List to provide the financial proposal?</p> | <p>No. This financial proposal is meant to be an exercise in which you provide us with the prices you would charge based on the list in the Annex IV.</p> |
| 25 | <p>With regards to the Proposed Team and CVs, the Tender Specifications refers to the possibility to support EBA's communication effort also in North America and Asia (Tender Specifications, 2.2 and 5.2) on an ad-hoc basis, would you like us to include the description of how we can support you in those regions. Of course, will you require the CVs of our employees based in loco to implement the requested projects?</p> | <p>No. A description of how you can cater for occasional tasks outside the EU is expected to be included in the technical proposal, but with no need to provide the CVs of anyone else than the team that will follow the EBA regularly.</p> |
| 26 | <p>In Case Study B, 16.2, you ask for support in "setting up a concise communications plan to ensure that appropriate publicity is given to the event". Would you like us to define roundtable and/or news themes, or do you expect our plan to be based solely on the anniversary itself?</p> | <p>The anniversary is meant to be the framework of this theoretical exercise. Within it, applicants can propose themes or anything else that they think can be relevant to the promotion of the event. The objective of this point is to allow for an evaluation of the communication savviness and creativity of bidders.</p> |

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| 27 | 16.3 Case Study C: "The tenderer is requested to ... propose a suitable and innovative design, using the text provided in Annex V, for the layout of the leaflet (format A4, 4 pages – 2 pages double sided)". Can we include a hard copy mock-up of our recommended corporate leaflet in our tender? | Yes. |
| 28 | Are we able to use visuals / infographics in our tender? For example, a team chart to illustrate how our team would work together? | Yes. |
| 29 | Is the visual style guide mentioned in 3.5, the same as the logo guide or is there a separate visual style guide? | No there is no separate visual style guide. |
| 30 | EBA spokespeople: Are there specific executives assigned as spokespeople for specific areas of EBA activity and/or geographies? Or are a small handful of executives representing the EBA with the media? Does the EBA have a desire to expand the pool of spokespeople to ensure that the EBA is responding effectively and quickly? | There are no official spokespersons at present. In light of a growing number of external enquiries, the EBA is indeed looking into expanding the pool of those who may be able to answer questions from external publics. |
| 31 | Target audiences: The EBA's main target audiences are in Europe. Next to London and Brussels, which cities/countries are currently the most important for EBA's communications activities in Europe, and which will be in the next 2-4 years? | As a pan-EU body, the EBA has target audiences spread across the EU Member States at large. This is not likely to change in the future. The Consultant may be expected to provide advice on this point at the time when the communication strategy will be drafted. |
| 32 | Monitoring: What is the geographic scope of the monitoring work? And which channels does the EBA monitor / does the EBA want to monitor (focus on print or mix of print, online and social media)? | Pan-EU and a mix of media. The Consultant may be expected to provide advice on this point at the time when the communication strategy will be drafted. |

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| 33 | <p>As you might imagine we are extremely interested in the RFP to support the EBA. However one concern is that we have not won many EU contracts in the past. The feedback we tend to get is that technically we are extremely competitive but that we are expensive relative to other bids. I would be extremely grateful if you could take a look at our rate card. I am aware that it's impossible to provide a comparison in the terms defined by the RFP directly. However if your reaction on looking at these rates is that it is unlikely that the EBA will be able to afford to work with us on an on-going basis then I'd obviously be grateful for the guidance now.</p> | <p>In article 8 of the Invitation Letter it is stated that contacts between the EBA and tenderers are prohibited throughout the procedure save in exceptional circumstances. The standard practice is that EBA will provide clarification and/or additional information solely for the purpose of clarifying the tender dossier and/or nature of the contract. We are unable therefore to provide an opinion on prices or financial offers at this stage of the procedure. Prices and financial offers will be compared and evaluated only after completion of the technical evaluation. Please note that the contract will be awarded to the organisation offering the best value for money i.e. the organisation that offers the best quality to price ratio (most economically advantageous tender). The most economically advantageous tender will be calculated by weighing technical merit against price on an 80/20 basis.</p> |
| 34 | <p>Our question relates to 13.1 of the selection criteria, which refers to the last three years for which accounts have been closed. Our company was set up approximately 2.5 years ago, and therefore we would be unable to provide documents demonstrating a three-year history. If we would submit a proposal in response to the Invitation to Tender, would the EBA be prepared to make an exception and consider our submission, or would we be automatically disqualified from the process on this basis?</p> | <p>EBA cannot make an exception. However please note that for selection criteria they are applied on the tenderer as a whole (e.g. one legal entity, several entities submitting a joint tender, or several entities and subcontractors). If the economic operator is relying on other entities (e.g. subcontractors, parent company, other company in the same group, or third party) in order to achieve the required level of economic, financial, technical and professional capacity, it must prove in its tender that it will have their resources at its disposal. This obligation may be fulfilled by presenting statements from those entities or the grouping agreement.</p> |