

ECMWF Copernicus Procurement

Invitation to Tender



Copernicus Joint Services

Media relations and reputation management services

Volume II

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1. Introduction

Copernicus is the Earth observation component of the European Union's Space programme. Copernicus has a user-driven approach and provides [six free-of-charge operational services](#) to respond to societal needs: Atmosphere, Marine, Land, Climate Change, Security and Emergency.

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

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

The [European Centre for Medium-Range Weather Forecasts \(ECMWF\)](#) implements two of the six Copernicus services on behalf of the European Commission: the [Copernicus Atmosphere Monitoring Service \(CAMS\)](#) and the [Copernicus Climate Change Service \(C3S\)](#), and contributes to the operation of the **Copernicus Emergency Management Service (CEMS)**.

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

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

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

Hence, ECMWF as the EC's entrusted Entity for operating these two Copernicus operational services, invites tenders to work with the ECMWF Copernicus Services' Communications team to implement the ECMWF Copernicus Services (CAMS and C3S) Communication Strategy, concretely to deliver the media.

The Communication Strategy serves as a guide for the Communication team and the external service providers to achieve ECMWF Copernicus Services' communication goals. The aims and supporting objectives for communication are mainly to increase *awareness*, *understanding* and ultimately *usage* of Copernicus as a whole and of C3S and CAMS specifically, and building authority and credibility of the programme.

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

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

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

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

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

2. Technical requirements

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

Main objective of the Communication Strategy is *raising awareness and understanding of the ECMWF Copernicus Services and their value to decision-making - and in doing so contributing to the uptake of the services' information, products and data - within the target audience segments.*

The *Communication Services* sought under this Invitation to Tender (ITT) are the following:

Media relations and reputation management services: Heighten and keep ECMWF Copernicus Services' profile through increased visibility and share of voice and strengthened thought leadership and credibility through creation of media relation opportunities, engaging press content, understanding of the public conversation and collaboration with influential media and public profiles.

General description

The successful Tenderer will implement initiatives to increase ECMWF's public awareness and strengthen ECMWF Copernicus Services' thought leadership, heightening ECMWF's Copernicus Services' profile as a trusted, reliable, and credible source of environmental data -to enable and promote evidence-based environmental and climate related decision making- through high quality and engaging press content, impactful press campaigns and other public relations activities.

In general lines, the successful Tenderer will deliver the following services under this contract:

1. **Traditional media relations services and advice** for achieving coverage in international, regional and national media of target countries, particularly in EU and/or ECMWF member states respectively.
2. **Influencers relations** as further application of the targeted press strategy, to find voices influencing media and public conversation to collaborate for communication purposes.
3. Maintenance and regular update of **journalists' database** with segmentation, tiering, influencing capacity and identification of specific targets.
4. Maintenance and regular update of **database with press requests and responses** to enable press work both within the contractor but also within ECMWF.
5. **Public conversation monitoring** with good understanding of how C3S' and CAMS' topics are addressed and positioned, which are the main influencers, the role of ECMWF and C3S and CAMS and the potential risks and challenges to effectively manage corporate reputation.
6. **Identification and proposal of media events**, either hosted (organised by ECMWF) or external, for media relations purposes, to reach audiences relevant to C3S and CAMS.
7. Production of **press content**, planning **media relation campaigns** (proposal and timeline).

As part of their bid, using Case studies (see 4.6), Tenderers are asked to demonstrate their expertise and creativity in managing public relations, organizing press campaigns or strengthening thought leadership for international organisations or companies, including any previous experience in dealing with complex scientific information. The Tenderer will also provide ECMWF with pricing details for Scenarios (see 4.7.1) together with a list of subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing and Deliverables) of this ITT.

The contract will be structured in three work packages as follows:

1. WP0: Contract management and coordination
2. WP1: Planning and delivery, monitoring and evaluation of communication services

Specific technical requirements for each of the Work Packages (WP) under “Media relations and reputation management services”

1. WP0: Contract management and coordination

Work Package (WP0) covers the management and monitoring of the contract’s delivery. The successful Tenderer shall work under the leadership and supervision of the Copernicus Communications Team at ECMWF, especially the *Communication and Media Relations Manager*, and in close collaboration with the rest of communication contractors (to be provided in the negotiation process), in order to deliver a first-class media relations service as agreed with and in line with ECMWF Copernicus Services’ needs.

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones under this Work Package 0 already indicated in the tables below. Volume IIIA will be used by the Tenderer to describe the complete list of deliverables, milestones and schedules for each work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

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

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

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3. This includes specific KPIs as mandated by the European Commission for DG DEFIS’ reporting.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.
- Management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of the Volume V Framework Agreement.”

Other activities under this WP include:

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

- Contribute to effective coordination of communication projects executed with the other communication contracts.
- Participate in regular meetings/teleconferences (weekly and as required for specific campaigns) with ECMWF's Copernicus Communication team, and other communication contractors as required, for planning communication activities, coordination and follow up with specific projects.
- Elaborate and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.

Deliverables for this work package shall include, but might be not limited to, the following reports:

WPO Management and Coordination				
#	Responsible	Nature	Title	Due
D130.0.0.1-2026Q1 D130.0.0.2-2026Q2 D130.0.0.3-2026Q3 [...]	Tenderer	Report	Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i> To report against ECMWF Copernicus Services' and European Commission KPIs	Quarterly on 15/04, 15/07 and 15/10
D130.0.1.1-2025 D130.0.1.2-2026 D130.0.1.3-2027 [...]	Tenderer	Report	Annual Implementation Report Part 1 (Includes Financial Report) YYYY <i>YYYY being the Year n-1</i>	Annually on 15/01
D130.0.2.1-2025 D130.0.2.2-2026 D130.0.2.3-2027 [...]	Tenderer	Report	Annual Implementation Report Part 2 (includes Technical Report) YYYY <i>YYYY being the Year n-1</i>	Annually on 28/02
D130.0.3.1	Tenderer	Report	Final report	60 days after end of contract
D130.0.4.1-2026 D130.0.4.2-2027	Tenderer	Report	Implementation plan YYYY <i>YYYY being the Year n+1</i>	Annually on 30/09

[...]				
M130.0.5.1-2026 M130.0.5.2-2027 M130.0.5.3-2028 [...]	Tenderer	Other	Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i>	Annually
M130.0.6.1	Tenderer	Other	Kick-Off meeting – Minutes of meeting	Start of contract
M130.0.7.1 M130.0.7.2 M130.0.7.3 [...]	Tenderer	Other	Progress Review Meeting / Payment Milestone 1 [...] - Minutes of meeting	Frequency of payment review or quarterly

2. WP1: Planning and delivery, monitoring and evaluation of media relations and reputation management services

The delivery of these services will *contribute to* the following objectives:

1. Raising public awareness of the Copernicus services operated by ECMWF
2. Strengthening C3S and CAMS thought leadership and authority in climate and environmental sciences
3. Promoting C3S and CAMS partnerships and collaborations with relevant actors for the Copernicus Services
4. Positioning C3S and CAMS topics in the media conversation and the public agenda
5. Raising ECMWF's profile
6. Increasing public awareness of EUs Space Programme and policy

The media services will be provided along the following **Service Lines**:

1) Service line: Traditional media relations and targeted press activities

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

- a)** Elaborate media relations plan every year. This includes defining the plan for media relations and press campaigns and identifying and prioritizing the key media outlets (newswires; written press - general and sector/topic specific; audio-visual media - radio, television and online services) and targeting to specific groups of interest.
- b)** Elaborate for specific campaigns such as Global Climate Highlights (GCH), European State of the Climate report (ESOTC) or the Conference of the Parties (COP).
- c)** Increase share of voice via print and broadcast media (TV, Radio) as ECMWF Copernicus Services are already well established in online media outlets.
- d)** Reach out to international, national, trade media (vertical market, business and technology) and political magazines including print, broadcast and online to build and keep a good relationship with the media.
- e)** Write, translate and disseminate press releases to target countries as agreed with ECMWF Copernicus services.
 - i)** Press content should turn scientific information into actionable and engaging messages, including quotes demonstrating thought leadership.
 - ii)** Provide high quality and professional translation services to reach out to targeted European countries in their national language.
- f)** Take timely and prompt action on key or 'breaking' news events with rapid response communication including statements or other relevant actions.
- g)** Handle (attend and curate) media enquiries effectively and arrange interviews for ECMWF Copernicus spokespeople; prepare interview briefing with proper media insight; build up facts and figures and background information for big stories or recurring enquiries; draft questions and answers (Q&As) for selected topics and update the existing ones.
- h)** Create and maintain ECMWF Copernicus' press list (media outlets, journals and magazines) and mailing lists with proper comparative analysis and media insight; create and keep relationship with recurrent journalists from specific target groups relevant to the Copernicus services.
- i)** Planning and management of media relations activities to launch flagship products or announce new services. This could include design and implementation of public relations and press campaigns across different media, including trade media, news and political magazines, science magazines or technology magazines, amongst others.

- j) Prepare proposals for press campaigns including proposals for media buying and sponsored content with media outlets (print media advertisements, online and television campaigns, mobile phone campaigns etc.): identify branded content and campaign opportunities such as media outlets' newsletters, mailing campaigns or morning briefings, and sponsored magazine articles.
- k) Provide concept, plan and management of physical/virtual/hybrid press events (including but not limited to press conferences/media briefings, press breakfasts, press tour, trainings, open doors events); scout media engagement opportunities and relevant press events across Europe.
- l) Scout and invite key contacts as well as provide advice to organize training for journalists on how to access Copernicus free and open data.
- m) Organise professional media training for ECMWF Copernicus Services' spokespeople to attend media interviews and manage media relations effectively.
- n) As part of a B2B approach, the successful Tenderer will consider analyst relations campaigns to further communicate and build credibility to build relationships with leading business technology and industry analysts worldwide. Journalists often look to analysts to confirm trends, deliver insights or add credibility to their reporting. Analyst relations programmes therefore have an impact through the media.
- o) Identification of opportunities to expansion media relations with renown media as for example science magazine for broad public, political magazines, and specific relevant magazines to reach diplomatic missions, decision makers and EC bubble which are not necessarily news driven.

2) Service line: Influencer relations

Beyond traditional media relations, the Tenderers should also scout opportunities to create relationships with other relevant entities or people influencing media conversation and further develop the targeted strategy. The Tenderers, PR professionals, are strategic communication partners to help ECMWF and the Copernicus services earn coverage and influence the media and public conversation and ensure them a thought leadership position in the public domain.

Influencers can be valuable partners to co-create content, drive narratives and enrich ECMWF and the Copernicus Services' story with authentic, relatable and compelling voices. To this end, ECMWF expect the Tenderers to move beyond the media outlets and scout these opportunities, anticipating new voices and forging new relations to influence media and public conversation or even reach out to new audiences; e.g. with social media influencers or with podcasters, or even in event organizers relevant for lobbying purposes or networking opportunities. In the recent past influencers could be bloggers,

no podcasters and social media voices, how would the future look like? This service line would include the following activities:

- a) Ongoing monitoring of the climate and environmental conversation for identification of relevant influencers and compelling voices related to C3S and CAMS topics and creation of a list for outreach purposes.
- b) Elaboration of a proposal to reach and create relationships with these influencers.
- c) Integration of influencers relations in C3S and CAMS media relations plan, especially for flagship campaigns.

3) Service line: Press content creation

The Tenderers will create engaging and understandable content out of complex and scientific information to encourage media coverage, increase media and public awareness, strengthen thought leadership and contribute to increasing user uptake of ECWMF Copernicus Services' data. This would include the following activities:

- a) Write and distribute press releases, invitations to events, pitches to media, op-eds, by-lined articles, press kits, or any other relevant and timely press content for ECMWF's website and social media channels, as well as articles for paid campaigns, vertical market magazines and policy domains publications.
- b) Proposal and script for production of engaging and impactful multimedia content to promote broadcast coverage, both on radio and TV.

4) Service line: Reputation management: Monitoring of media relations and public conversation

This service line includes different types of media monitoring for different purposes using *AI technology-based tools*. Media and public conversation monitoring imply analysing big amounts of data and convert it into actionable and valuable real-time information and insights so the use of AI technology will be key to have a proper and useful monitoring in time.

Monitoring and evaluation of the media and public conversation will provide information on ECMWF's progress towards goals, results achieved, lessons learned and recommendation for changes to current approach about its *media relations strategy and reputation management*.

- a) **Monitoring of ECMWF's conversation and interaction with the media:** This monitoring aims to improve the efficient management of ECMWF's available resources and catch communication opportunities. This would include the following activities:

- i) Create a database with media enquiries based on AI technology to easily extract most recurrent enquiries and most recurrent topics for content creation. This tool should also be shareable and easy to update for knowledge sharing and briefing of ECMWF' speakers.
 - ii) Production of historic and real time inputs for monthly and quarterly media monitoring reports, or as required by ECMWF.
 - iii) Monitoring to improve media relations with specific media outlets and journalists, as well as to identify gaps and niches for further action.
- b) Monitoring of ECMWF's media impact and brand recognition in the public conversation:** This monitoring is aimed to capture the media coverage of the Copernicus services in terms of quality and quantity, as well as to identify opportunities to raise C3S and CAMS profile, and to ensure reputation of the brand. This would include the following activities:
- i) The successful tenderers will make a real time monitoring of the public conversation to understand how C3S' and CAMS' climate and environmental topics are addressed, will capture their influence and share of voice in the conversation, and will identify risks and challenges given the increasing denialism of climate change and controversial context.
 - ii) Monthly report or as required for specific campaigns insights on media impact, public conversation and reputation of the Copernicus services with historic and real time inputs: including media mentions, main topics covered, geographical coverage and selection of clippings.
 - iii) Annual study on media impact, public conversation, share of voice of the Copernicus services and public reputation.

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

WP1 Planning and delivery of public relations and reputation management services				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D130.1.1.1-2026Q1 D130.1.1.1-2026Q3 D130.1.1.1-2027Q1	Tenderer	Other	Ongoing maintenance and expansion of press list or media data base	Ongoing 31/03 30/09

[...]				
D130.1.2.1-2025Q4 D130.1.2.1-2026Q1 D130.1.2.1-2026Q2 [...]	Tenderer	Other	36-40 press releases: masterpiece (English)	Quarterly on 31/03, 30/06, 30/09 and 31/12
D130.1.3.1-2025Q4 D130.1.3.1-2026Q1 D130.1.3.1-2026Q2 [...]	Tenderer	Other	360-400 send-outs: Masterpiece translated into 9 additional languages. Every press release usually implies 10 send-outs.	Quarterly on 31/03, 30/06, 30/09 and 31/12
D130.1.4.1-2025Q4 D130.1.4.1-2026Q1 D130.1.4.1-2026Q2 [...]	Tenderer	Other	300-400 interviews arranged and interview briefings prepared with insight on media and journalist.	Quarterly on 31/03, 30/06, 30/09 and 31/12
D130.1.5.1-2026Q1 D130.1.5.1-2026Q3 D130.1.5.1-2027Q1 [...]	Tenderer	Other	Creation and ongoing maintenance of database of influencers	Ongoing 31/03 30/09
D130.1.6.1-2025Q4 D130.1.6.1-2026Q1 D130.1.6.1-2026Q2 [...]	Tenderer	Other	4 Q&As: Questions and answers about a concrete topic	Quarterly on 31/03, 30/06, 30/09 and 31/12
D130.1.7.1-2025 D130.1.7.1-2026 D130.1.7.1-2027 D130.1.7.1-2028	Tenderer	Other	1 press kit: Press kit for general presentations, events or sponsorships	Annually
D130.1.8.1-2025 D130.1.8.1-2026 D130.1.8.1-2027 D130.1.8.1-2028	Tenderer	Other	Press event: Event to pitch CAMS and C3S services. Event format changes from time to time according to current circumstances. E.g.: Open Media Day.	Annually

D130.1.9.1-2026Q1 D130.1.9.2-2026Q2 D130.1.9.1-2027Q1 D130.1.9.2-2027Q2 [...]	Tenderer	Other	Two media briefings for flagship report announcement	Biannually on Q1 31/03, and Q2 30/06
D130.1.10.1-2026Q1 D130.1.10.1-2062Q3 [...]	Tenderer	Other	1-2 training for journalists: How to access Copernicus data	Annually or biannually on 31/03 and 30/09
D130.0.11.1-Q12026 D130.0.11.1-Q12027 D130.0.11.1-Q12028 [...]	Tenderer	Other	1 media training for staff to attend interviews	Annually on Q1 31/03
D130.1.12.1-2026Q2 D130.1.12.1-2026Q4 D130.1.12.1-2027Q2 D130.1.12.1-2027Q4 [...]	Tenderer	Other	2 Invitations for media events + localisations to targeted countries	Biannually on 30/06 and 31/12
D130.1.13.1-2026Q4 [...]	Tenderer	Other	One media advisory for COP	Annually on Q4 31/12
D130.1.14.1-2025 D130.1.14.1-2026 [...]	Tenderer	Other	Database with media enquiries (AI based)	Ongoing
D130.1.15.1-M1 > M36	Tenderer	Other	Monthly report with insights on media impact, public conversation and reputation of the Copernicus services	Monthly on 15/month
D130.1.16.1-2026 D130.1.16.2-2026 D130.1.16.3-2026 D130.1.16.4-2026 D130.1.16.5-2027	Tenderer	Other	Up to four post media campaign report with insights on media impact, public conversation and	For times a year: GCH, ESOTC,

D130.1.16.6-2027 [...]			reputation of the Copernicus services	summer, COP or similar
D130.1.17.1-2026Q1 D130.1.17.1-2027Q1 D130.1.17.1-2027Q1	Tenderer	Other	Annual study on media impact, public conversation, share of voice and reputation of the brand	Annually on Q1 31/03

3. General requirements

3.1. Coordination between communication contractors

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

3.2. Implementation schedule and contract duration

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

The products and services shall be delivered in the context of a framework agreement(s) which is expected to run between 01 October 2025 - 30 September 2028.

3.3. Meetings

As well as the regular weekly progress meetings mentioned above, the successful Tenderers are required to participate in weekly meetings as well as others as requested by ECMWF for specific projects or to address current issues.

3.4. Deliverables

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

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

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

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

3.5. Documents and reports

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

3.6. Key Performance Indicators

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

Complementing European Commission's KPIs and as part of their bid, Tenderers shall specify a proposed set of KPIs appropriate for the service, e.g. relating increased ECMWF Copernicus services share of voice and thought leadership, or coverage/mention in major media outlets in Europe and/or globally. These KPIs will be complemented, in agreement with ECMWF Copernicus Communication Team, during the lifetime of the contract.

4. Tender format and content

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

The Tenderer shall provide an executive summary of the proposal, describing the objectives, team and service level according to the technical requirements listed in the section 2 of this document:

- The *proposal* shall contain a description of the approaches for delivering media relations services to reach out to mass media, identify influencers of the media conversation and relevant podcasters, as well as target specific groups; to identify new opportunities to raise the profile or to influence the public conversation; to develop and use an AI based system to improve media relations, increase communication opportunities and enhance resource management; to monitor public conversation to manage brand reputation and strengthen authority and thought leadership; and, implement a thought-leadership strategy and; to create and produce engaging press content for different media formats including digital, print and broadcasting. Proposals should also include relevant examples from the Tenderer's current portfolio including any previous examples in presenting complex scientific information to the media. As part of the proposal, Tenderers should also clearly specify a methodology for how they will assess the impact of their activity and successful delivery against KPIs, and to identify and address risks associated with the delivery of the contract or the communication activities.

Section 4 also includes Case Study (4.6), as an example of quality, and Pricing Scenario (4.7), for price evaluation purposes only, which Tenderers must respond to.

4.1. Page limits

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

Section	Maximum page limit
Track Record	1 (for general) and 1 (per entity or client)
Quality of Resources to be Deployed	2 (excluding Table 1 in Volume IIIB and CVs with a maximum length of 2 pages each)
Technical solution	2 pages for general approach and max. 2 per service line (described under WP1 in section, pages 8-13)
Case Studies	3 per case study (there are 2 case studies to solve, so max. 3 pages per case study)
Management and Implementation	5 (excluding Table 3, Table 5 and Table 6 in Volume IIIB) + 2 per each work package description (Table 4 in Volume IIIB)
Pricing Table	No limitation

4.2. Specific additional instructions for the Tenderer's response

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

4.3. Track Record

ECMWF encourages creativity and innovation in creating impactful public outreach campaigns. Tenderers are encouraged to provide evidence of impact and how this could be of benefit to ECMWF Copernicus Services. ECMWF may ask for evidence, reference or performance review related to the examples provided.

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

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

complex scientific information to the media and creating press content. In addition, the *Tenderers* should also show expertise and experience in using AI technology-based monitoring tools for public relations and reputation management.

4.4. Quality of Resources to be deployed

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

The bidders will need to provide the actual staff or equivalent profiles working for ECMWF as part of the proposal.

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

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

- L1_Manager: 6 years' experience minimum including four in an equivalent role
- L2_Senior expert: 4 years' experience minimum including three in an equivalent role
- L3_Expert: 3 years' experience minimum including two in an equivalent role
- L4_Support: 2 years' experience minimum, including one in an equivalent role

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

Changes of personnel during the course of the contract are expected to be minimal and must be agreed with ECMWF.

The proposal of the Tenderers must include the employee turnover rate for itself and for any proposed subcontractors.

The successful Tenderers will be required to provide sound evidence of the skillset and experience required to deliver high quality services and products under the contract. Onboarding the successful bidder's team will not imply training or development support from ECMWF in terms of technical skills.

4.5. Consulting, Management and Implementation

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

- Creativity and innovation, thinking conceptually and practically, and aware of the modern communication trends
- Problem-solving and strategic planning ability
- Analytical skills and clarity about goals
- Resources management: skillsets/availability of experts/geographic coverage
- Time management: efficient and rapid mobilisation of necessary resources
- Subcontract management / Conflict resolution
- Team management for effective account management
- Quality assurance: control/monitoring / thresholds
- Cost control and financial management: procurement and accounting policies/procedures/systems
- Risk management: assessment and mitigation

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

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

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

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

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

Elements as described in the chapters on WP0 shall be taken into account in the response to this section.

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

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

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

4.6. Case study

As part of the bid, we ask Tenderers to explain and demonstrate how they would solve case studies to show their technical and management capacities. The bidders should **provide solutions that would achieve the most impact and best value for money for ECMWF Copernicus services.**

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

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

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

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

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

Case studies for *Media relations and reputation management*

1) *Inception, structure and approach for a reputation study of the Copernicus services including media impact and share of voice.*

The study should consider the services operate and resonate at global level, what implies media and public conversation in different languages.

ECMWF does not expect the actual completion of a study but rather the description of which elements would be considered, the approach of the study and the tools to compile the information needed.

Overall budget: Not to exceed 15,000 Euro.

2) *Media plan for flagship global report*

ECMWF Copernicus Services is launching a flagship global report and as part of the communication plan is including a media relations campaign. The objectives of the press activities are to raise awareness of the report and strengthen the Services' thought-leadership position and authority in relation to climate analysis, mitigation and adaptation solutions, through amplification to via the media and associated coverage in Europe and beyond. The campaign should include media outreach activities including pre-briefing, production and distribution of quality and engaging press content to inform decision makers and policy makers about the scope and findings of the report and the Copernicus programme, especially C3S and CAMS products.

ECMWF expects the bidders to also consider the implementation of targeted press approaches with a special focus on influencers management as requested in the services lines.

Overall budget: Not to exceed 50,000 Euro.

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

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

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

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

ECMWF has a contractor for events management, so we do not expect the bidders to include the cost of organising an event but the costs for concept and media relations.

4.7. Pricing

Tenderers are expected to present their pricing using the MS Excel files as included in Volume IIIA, for WPO. Note that at this stage of the Tender process, the Bidders are required to provide their prices for 1) WPO and 2) the tab name 'Price Scenario' which is only applicable to the scenarios under 4.7.1 of this document.

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

- L1_Manager
- L2_Senior expert
- L3_Expert
- L4_Support staff

Both fees and levels of skills should be applied consistently throughout the duration of the Framework Agreement as agreed at the negotiation stage. If fee rates are subject to increases over the years due to inflation, such adjustments shall be clearly justified and explained; alternatively, if a margin that includes inflation is applied upfront, this shall be explicitly specified.

4.7.1. Pricing Table

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

Press Scenario: Media plan for flagship global report

*Taking as a basis the case study **Media plan for flagship global report**, the bidders are invited to provide the total price and breakdown of the report for evaluation purposes. ECMWF would expect the following type of cost break down or list of prices, specifying even unit-cost:*

- *Organisation of press conference (media relations work, not event organisation costs)*
- *Writing of invitation to press conference*
- *Writing of press release*
- *Translation (9 languages) and distribution in targeted countries of invitation and press release (unit-cost)*
- *Interviews management (unit-cost)*
- *....*

ECMWF has a contractor for events management, so we do not expect the bidders to include the cost of organising an event but the costs for concept and media relations.