

Memorandum of information European tender marketing and communications services for NFIA in the UK and Ireland.

Date: 1 November 2021

In this memorandum of information, the contracting authority provides answers to the questions asked and remarks posted in the context of the above-mentioned European tender. This memorandum of information forms an integral part of the tender document.

	Chapter/ Paragraph	Question	Answer
1.		in relation to the relevant RFP, one of the stated Key Performance Indicators is the following: Key Performance Indicators: • Additional interest in the Netherlands as a location to set up businesses, specifically on the parameters of the Invest in Holland Strategy 2020-2025; Could you please elaborate as to what constitutes 'additional interest in the Netherlands as a location...'? Should this be quantified in the bidder's proposal in terms of the number of prospects/leads that could be expected from the program activities?	Ultimately, we are aiming for leads. A lead is a company considering the Netherlands by showing interest in using the NFIA services by contacting the NFIA. This is tracked in an internal government system. We are aware though that there is a stage before a company showing this interest and as such, we are also interest in reach of marketing efforts, and engagement with our own channels. Leads do not need to be quantified in the pitch, as we consider good quality leads is more important.
2.		The following requirement, below. Does this exclude an FDI-specific Consulting SME that, typically, does not need to register. Does being a registered member of the following bodies count: • International Economic Development Council • Accredited supplier to World Bank and UNCTAD • Official partner of WAIPA (World Association of IPAs)	We are not entirely sure we grasp the question, but we do not consider it a problem if the party putting in a proposal is a member of any of the mentioned bodies, neither if they are not.
3.		For your primary audience, what size of companies are you looking attract for expansion or investment?	The sweet spot where companies are able to expand are companies with an annual turnover of £200m and at least 50 employees, but it can differ from sector to sector. We notice that services, tech and financial services-based companies are more agile in expanding internationally than companies selling physical goods or looking for research and development facilities.

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4.		Who sits in the partner Holland network that helps foreign investors get started or develop their business in Holland?	You can find the partner organisations of the NFIA that further make up the Invest in Holland agency on https://investinholland.com/how-we-help/invest-in-holland-network/
5.		Have you conducted any primary or secondary audience research for UK & Ireland businesses and across EMEA that we will be able to have access to for the tender response?	No, we have not conducted any audience research.
6.		Do you have specific customer profiles (e.g. Personas) of your primary and secondary audiences? If not, do you expect audience profiling (e.g. persona development) to be part of the response?	See below on page 5, work from 2017
7.		What would you describe as potential barriers (that we need to consider for our communication and marketing strategy) for foreign investors to expand into Holland?	Foreign Direct Investment into the Netherlands, just like elsewhere in Europe, is more scrutinized. It is needed to showcase FDI's societal added value and its relation to citizens and society. While needing to adhere to that reality the NFIA aims to showcase that foreign companies can play an important role in much needed transitions. Furthermore, per company and relocation there might meet barriers shaped by the intended context relating to e.g. industry or business operation.
8.		What are some of the key questions senior decision makers of companies have when it comes to assessing to invest and expand into Netherlands?	• Access to talent, • Access to market/ the EU. • Access to infrastructure (close to Schiphol, Port of Rotterdam, good and fast digital infrastructure); • Opening of Bank accounts; • Industry specific information (e.g., Automotive on Helmond/ Eindhoven Automotive Campus, Agrifood on Wageningen on plant-based proteins, chemical industry on Chemelot, LSH on medical universities, etc); Logistics solutions.
9.		What, if anything, has been the catalyst for issuing this brief?	End of contract with previous party, and EU procurement asks us to put out a new procedure.
10.		What has been done that worked successfully in the past?	In the UK integrated campaigns work best, where we combine media outreach, followed by organic and hyper targeted social campaigns, further complimented by direct approaches via email, phone or social media.

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11.		Do you have a preferred method of measurement? How have you measured where leads come from historically? Or is this the first time?	A lead is a company considering the Netherlands by showing interest in using the NFIA services by contacting the NFIA. This is tracked in an internal government system.
12.		How are the sectors weighted? Are there industries that require more focus? Or that are a priority?	Sectors are not weighted, attracting businesses from sectors mentioned in the brief are considered equally important for adding value to the Dutch Economy. It might be though that certain sectors are further developed in building their propositions (for example, the LSH industry) than others due to additional resources. Over the contract, political or policy choices from the Dutch government in The Hague might also influence the targeted industries or their weighting, for the pitch we would like to ask you though to treat them equally.
13.		Are you looking for consistent activity on certain topics or moments/campaigns that highlight particular sectors/targets?	No, as mentioned in the answer to question 12, political or policy choices might influence which sector will be highlighted. We also welcome advice or suggestion in the proposal.
14.		As an integrated brief, are there channels that are more of a focus?	Press, certainly trade press, has proven a great channel to create awareness. On social media our LinkedIn channel has the greatest following and engagement and the website is where conversion are made and as such the focal point for diverting traffic to and for any efforts on search.
15.		Are there any particular perceptions you wish to counter e.g. the process is too complicated	Based on facts and actual activities, the NFIA aims to show that FDI and international companies are important players in the Netherlands and Europe regarding sustainability, digitalisation, innovation and spurring on economic growth.
16.		Do you have existing relationships with any UK based media?	We have relations with a wide range of national media (from BBC and ITV to The Times, Telegraph, Guardian). Besides national outlets, we also have good relations with trade press in sectors like Fintec, Logistics, Agrifood and IT. The aim of this brief is to solidify and where needed expand

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			these relationships and the proposal needs to reflect the party's experience with UK media relations.
17.		Who would your spokespeople be?	• Our commissioner, Hilde van der Meer; • Directors for Investment Projects Lowri van der Linden and Hans Kuijpers • Our sector specialists for their sectors • Our country directors for local press • If needed, Dutch Ministry of Economic Affairs or depending on the topic other national government bodies.
18.		The tender says prices should be exclusive of VAT - would that include UK VAT if the contract was awarded to a UK based company?	The assessment of the prices will be excluding VAT, to create a level playing field. Normally, companies in EU countries do not charge their local VAT for services to their client in The Netherlands. The Client pays then Dutch VAT to the Dutch authorities. With UK out of the EU, UK Vat should be charged. But an exception is made for 'services of consultants provided to non-UK non-business customers' (https://www.gov.uk/guidance/vat-place-of-supply-of-services-notice-741a#sec12). So in this case you charge no VAT, and client pays Dutch VAT to the Dutch authority
19.		Your tender mentions influencers as a target audience but would you consider partnering with influencers as part of this project?	We are open to the use of influencers in our communications, provided that they meet the NFIA profile and goals of the Invest in Holland Strategy 2020-2025.

Question 6 – Persona research:

A snapshot of your audiences

Below we outline a snapshot of these targets, highlighting who they are, what media they consume, their interests and crucially, where they can be reached.



Audience: Senior decision-maker; C-suite

What they read: Nationals; trade media

Where they're active online: Websites; LinkedIn

Who influences them: Peers and competitors (in business); business commentators; word of mouth

Content that will interest them: Business performance; arguments on business factors; business case studies

How we reach this audience: LinkedIn; Direct Marketing; issue-focused trade and national media



Audience: Sector influencers (i.e. journalists, bloggers, commentators, spokespeople)

What they read: Daily titles; trade media

Where they're active online: Twitter; Facebook; websites

Who influences them: Peers; financial and business influencers; policy experts; word of mouth

Content that will interest them: Business performance; business trends; business case studies; alternative angles e.g. quality of life

How we reach this audience: Twitter; Facebook; trade media



Audience: Employees of target businesses

What they read: Daily titles; lifestyle and entertainment publications (on and offline); regional titles

Where they're active online: Twitter; Facebook; Instagram; websites

Who influences them: Media; social networks; friends, colleagues and family; lifestyle commentators

Content that will interest them: Quality of life and cultural / societal offering; employee case studies

How we reach this audience: Social media; lifestyle magazines; digital-media outlets (i.e. BuzzFeed, Vice)