

APPENDIX 7 - Backgrounder on NFIA Marketing & Communications

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About the Netherlands Foreign Investment Agency

The Netherlands is committed to finding sustainable, innovative and digital solutions to global challenges. That is why the Netherlands Foreign Investment Agency (NFIA) - an operational unit of the Ministry of Economic Affairs (EZ) - is keen to attract and assist foreign companies that contribute to this goal and strengthen our innovation ecosystems. Together with the Invest in Holland network, the NFIA assists foreign companies in the establishment or expansion of their international activities in the Netherlands.

Fueled by public-private partnerships and Dutch innovation across industries, the Netherlands continues to draw interest from international companies to grow their business in Europe. Since NFIA's establishment in 1978, we supported many companies from all over the world, such as (over last year) Canadian [MOCA Cognition](#), Korean [SK Tes](#), Japanese [Mitsubishi Materials Corporation](#) and UK's [Greyparrot](#)

In addition to our headquarters in The Hague, NFIA has 25 offices located around the world at Dutch Embassies and Consulates-General.



NFIA's core business is to raise the interest of foreign companies to set up a presence or expand their operations in the Netherlands and to guide them through that process.

Invest in Holland network

Guiding impact businesses with their international expansion in the Netherlands, the NFIA works together with the nationwide Invest in Holland network. The Invest in Holland network is a collaborative team made up of the NFIA, regional economic development agencies, several large cities, and the Holland International Distribution Council. The network works to provide a continuum of free, confidential support services to new foreign investors, as well as existing foreign investors that already have operations in the Netherlands.

In addition, the NFIA works together with Dutch embassies, Consulates-General, and other organizations that represent the Dutch government abroad, such as the Netherlands Business Support Offices (NBSOs).

For more information see: [Invest in Holland Network: NFIA cooperates with regional partners](#)

Invest in Holland strategy 2025-2030

The [Invest in Holland strategy 2025-2030](#) (in Dutch) focusses on the goal of attracting and assisting foreign companies to the Netherlands that strengthen our industry ecosystems. Taking into account a dynamic and uncertain context with developments in for example investment climate and geopolitics.

Key points:

- Continue ‘value acquisition’: we prioritize the ‘quality’ of foreign investment projects over the quantity. We focus specifically on attracting those foreign companies that add meaningful value to Dutch economy and society.
- Strengthen ecosystems and attract value investments in priority areas
- Increase focus on current investors
- Extra attention to cooperation with stakeholders and non-Invest in Holland partners

NFIA Services

The NFIA provides free, customized and independent services that fit the company’s location search. Connecting them with a broad network of business partners, regional economic development organizations and government institutions to facilitate their international expansion.

The services and support that the NFIA can offer to foreign organizations include:

- Current, customized information on the Netherlands, relevant business locations, Dutch legislation and tax regulations, labor law, permit procedures, governmental incentives and much more through in-person or digital meetings.
- Practical solutions that simplify and optimize establishment in the Netherlands.
- Personalized support by NFIA specialists in the agrifood, chemical industry, IT & Tech, high tech systems, life sciences & health, energy and other sectors.

NFIA Marketing & Communications

Objectives and Strategy

Marketing and Communications (MarCom) within the Netherlands Foreign Investment Agency (NFIA) has the objective of supporting acquisition in the context of the global Invest in Holland Strategy, integrating pro-active acquisition on impact. Our goal is to help generate new foreign investment project leads through a targeted and integrated marketing and communications program, with a specific focus on digital marketing.

Through our integrated communication efforts, we aim to not only contribute to acquisition and retention results but also aim to inform our Dutch stakeholders (e.g. ministries and business sectors) and the wider public about the work of NFIA and the economic impact of foreign direct investment in the Netherlands. As the national partner in the broader Invest in Holland network, NFIA represents national government policy relating to FDI.

The 'value-fit' MarCom approach is based on a continuing, integrated marketing strategy that positions the Netherlands as a place to accelerate business and benefit people and the planet. The value-fit MarCom approach will focus on those sectors and markets where we expect to find the most potential for high quality investment. A multi-channelled MarCom approach has proven to be the best way to promote the Netherlands.

As additional background information, the **NFIA Marketing & Communications Playbook** is included in Appendix 7a. This document was created in 2023 and outlines NFIA's marketing and communications strategy, processes, and practical guidelines for internal use. Tenderers may refer to this Playbook to better understand NFIA's overall approach, though it is provided for reference only and is not part of the formal requirements of this Tender.

A new approach to NFIA global marcom

At the start of 2025, we redefined our overall approach to marketing and communications to facilitate a more integrated, more coordinated/centralized, and more 'agile' way of working, to ensure effectiveness and efficiency of marketing and communications for NFIA worldwide.

We implemented optimizations to our global marcom way of working, based on the approach of a 'global shared services center', offering a 60|30|10 approach: 60% marcom basics with a global scope, 30% tailored solutions for sectors and/or markets, and 10% for ad hoc services.

With +/- 60% of our resources, we aim to deliver a strong "foundation" of marcom services and products for NFIA globally, available for the entire organization and contributing to NFIA's overall marketing communication goals.

With +/- 30% of our resources, we focus on areas where a tailored approach is needed for specific sectors or markets/regions to achieve specific communication goals and reach specific audiences. Examples include campaigns around strategic events or milestones and translating marcom products for non-English markets.

We aim to maintain a flexible layer of +/- 10% of our resources available for 'ad hoc' work around unanticipated moments that present valuable communication opportunities. For

example, a lastminute Royal visit or contributing to a bid book.

The NFIA MarCom Team

At NFIA, the MarCom team is in the lead for all communications (both internal and external) and marketing (both physical and digital) activities that involve the NFIA and the Invest in Holland network. The NFIA MarCom team monitors the strategy, the relevant channels and resources, creates content and advises colleagues, including the NFIA Management Team and the members of the National Acquisition Platform (NAP), on course and developments in the field of marketing and communications.

The global NFIA MarCom team consists of colleagues designated to perform marketing and communication tasks working at the HQ in The Hague and at various NFIA foreign offices around the world. The NFIA marcom team also collaborates with marcom specialists from the regional Invest in Holland partners.

Involved in NFIA and Invest in Holland marcom are:

1. *The NFIA core (global) MarCom team*: a core team of currently 5 FTE who are fully dedicated to marketing and communications for NFIA and Invest in Holland, focusing on strategy, coordination and execution of all marcom activities worldwide. The core team has divided areas of responsibility: for NFIA regions and sectors (internal account management). The core team currently consists of 3 marcom professionals at HQ in The Hague, and 2 marcom professionals abroad (London and Washington D.C.). The core team is the primary contact for the marketing and communication agency.
2. *NFIA colleagues at foreign offices with marcom tasks (referred to as “Sprout” network)*: at (most of the) NFIA foreign offices, there are Project Managers or Support roles who spend a (limited) part of their working time on marcom activities. These colleagues, in coordination with the global marcom strategy and in cooperation with their contact point in the core marcom team, carry out marcom tasks specifically for their market(s) locally.
3. *Marcom professionals at Invest in Holland regional partner organizations (referred to as “Spruit” network)*: All NFIA marcom activities are carried out under the shared ‘Invest in Holland’ brand. The NFIA marcom core team therefore also collaborates with Communication & Marketing professionals at the various Invest in Holland partner organizations to design and implement communication efforts. The Invest in Holland story is primarily conveyed through the Invest in Holland channels managed by the NFIA core team (such as the Invest in Holland website and social media) and supported through the channels of individual partners. Partners in the network share responsibility for effectively communicating a consistent message to the various target audiences.

Synergy is also sought through collaboration with other domains that raise the Netherlands’ international profile (such as tourism, talent, trade & innovation), as well as with Dutch Consulates, Embassies, and government departments across the Netherlands. This collaboration takes place both in terms of content (aligning messaging, core values, and

themes) and, where possible and appropriate, in terms of form (using elements of the [visual identity 'NL Branding'](#), pooling resources in campaigns and channels, etc.).

Invest in Holland branding

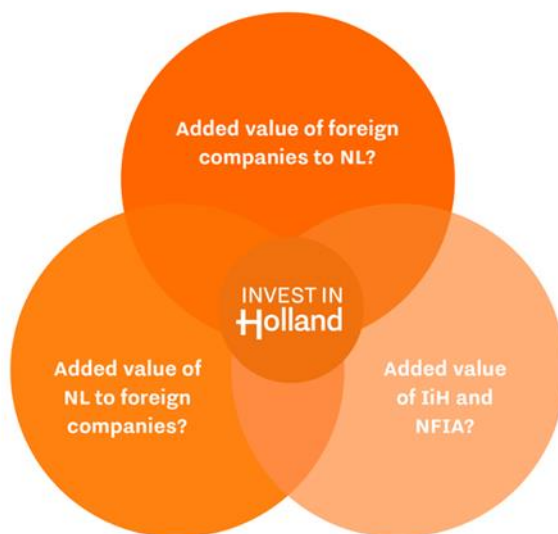
NFIA promotes FDI to the Netherlands under the campaign brand 'Invest in Holland'. This is a joint campaign of NFIA and its 13 regional/local partners in the Netherlands. NFIA, as the national partner, uses Invest in Holland as its main identity on its website and materials. Regional partners use the brand in addition to their own identity. NFIA content is on-brand in terms of messaging and visual identity. The **Brand manual** (see annex 7b) explains use of the Invest in Holland Brand.

Messaging and Content: key elements of the content strategy

Core topics and strategic themes

In all our messaging, we build upon 3 interconnected perspectives and target audiences:

1. added value of the Netherlands to foreign companies,
2. added value of foreign companies to the Netherlands, and
3. added value of NFIA / Invest in Holland network.



The importance of these three perspectives is that all communication efforts need to consider all three questions, but emphasis can change depending on focus perspective or audience.

We create central messages for:

- our core topics: the Netherlands business climate, key industries & business operations, and NFIA/Invest in Holland services
- our Invest in Holland strategy 2025-2030: showing Dutch strengths and ambitions in digitalization, sustainability and innovation
- strategic themes such as: energy transition, circular economy and security

Global and local

We create central messages for:

- a global audience (English language) which can be finetuned for local audiences
- a local audience in terms of languages (e.g. China, Japan, Taiwan, Korea and Germany)

Customer journey framework

NFIA MarCom deploys its activities to support the organization's pro-active acquisition goals. We do this along the lines of a 'customer journey', the stages in a (prospect) customer's decision-making process, from awareness, consideration, purchase, service and loyalty (also see Appendix 7a Marketing & Communication Playbook).

All of our MarCom initiatives (online/offline channels, instruments and activities) support this process, aiming to inform, influence and support a customer with maximum effect. Where possible, we monitor the impact of our activities on this process.

Our main focus is on the beginning of the customer's decision-making process - creating awareness and interest/ consideration – as this supports lead generation.

Content impact and measurability

We monitor, measure and report the engagement to our online content (website and social media) via Google Analytics and LinkedIn reporting.

Content creation – evidence based

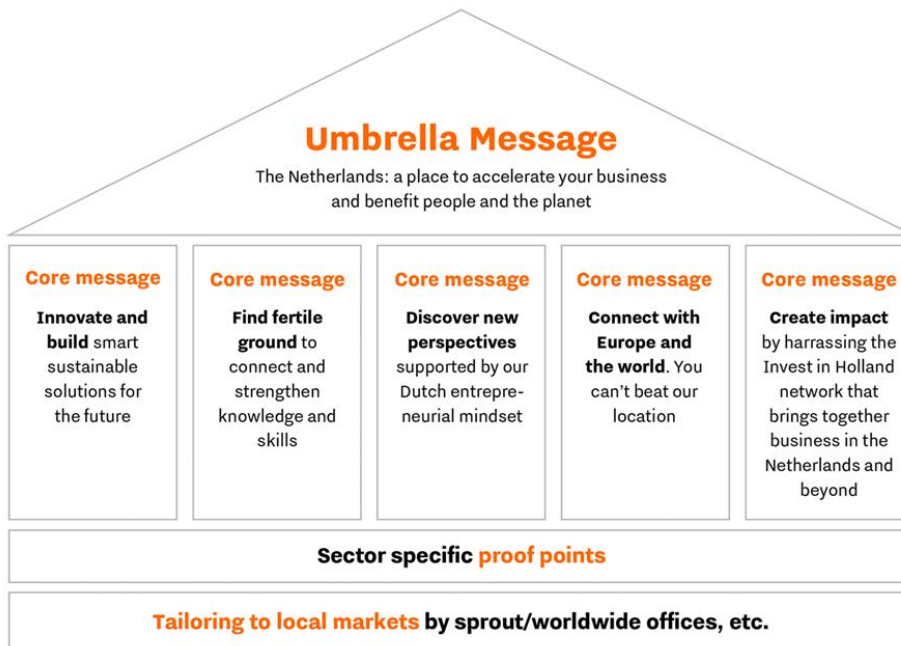
We build evidence for our marketing proposition(s) with news about companies locating/establishing and/or expanding in the Netherlands, company success stories or testimonials, and blogs about the Dutch investment climate. We back this up with news on rankings (e.g. WEF, OECD) and facts & figures as well as reports in (trade) media.

Content formula & calendar

Based on the annual plans of the Invest in Holland sector and focus teams, as well as the annual plans of the foreign offices, MarCom creates an annual content calendar. This content calendar serves as the foundation for all content created.

Related to this is the NFIA MarCom content formula that describes the different content types, their use, editorial concept and guidelines for production.

Our core messages



NFIA has an umbrella message (positioning) and five supporting core messages (reasons why) which form the basis of our stories. NB: Our messaging is aligned with the Netherlands (NL) Brand.

One-pager on NFIA for business audience

To guide third party service suppliers in creating content, this one-pager on NFIA, written for business audiences, can be used as reference:

Accelerate your business in the Netherlands

Whether you're an executive at a global, multinational company or a founder of a fast-growing scale-up, selecting a location for your international business expansion is something you do with care. The Netherlands Foreign Investment Agency (NFIA), an operational unit of the Ministry of Economic Affairs and Climate Policy, is here to help and advise you across all stages of the expansion process. Our country is the place where you can accelerate your business to benefit people and the planet.

Impactful solutions to global challenges

The Netherlands is committed to finding sustainable, innovative and digital solutions to global challenges. That is why the NFIA is keen to welcome and assist foreign companies that contribute to this goal and strengthen our innovative ecosystems. We believe it's about more than just doing business; it's about making an impact. And we can make more impactful change when we work together. By connecting knowledge, expertise, experience and innovations from all over the world in a nurturing business environment we enable sustainable economic growth.

Strong innovation-driven ecosystems

Think of the Netherlands as a living lab: we offer an excellent business climate that supports developing and scaling up solutions. By establishing or expanding your business in the Netherlands, you can connect and collaborate within existing industry ecosystems to make vital advances in areas like sustainable energy, agrifood, health, mobility and the circular economy.

You become part of our international and innovation-friendly business environment that provides a superior technology and logistics infrastructure, access to key markets and partners in Europe, a collaborative mindset and a reliable regulatory environment. And, in addition to our highly skilled, productive and multi-lingual Dutch workforce, the Netherlands is a strong attractor of international talent due to its high quality of life.

The Invest in Holland network as your partner

If you are looking to take your business ambitions to the next level and contribute to smart, sustainable solutions for the future, opportunities await in the Netherlands. The NFIA can guide you in your location search, by providing free, customized and independent services and connections that fit your company. Together with our strong countrywide Invest in Holland network of regional economic development agencies and cities in the Netherlands, we support you to make smart investment decisions.

Let's solve global challenges together. Visit [InvestinHolland.com](https://www.investinholland.com) or contact us at info@nfia.nl.

Channels and Tools

All MarCom channels and tools are ‘building blocks’ which carry our content/stories. We use online and offline channels, both owned and of third parties. The primary communications channels are our website and social media. Third party media and trade events are also important channels for customer persuasion.

Online channels

- The [Invest in Holland website](#) is a trustworthy and accurate source of information on the business climate in the Netherlands. Every additional expression or communication refers to our website.
- The [Netherlands Foreign Investment Agency Corporate LinkedIn account](#) focuses on the latest news updates on the business climate in the Netherlands. Paid LinkedIn promotions are part of the strategy to target certain followers/potential investors.
 - In 2024 we created a [LinkedIn Showcase page for NFIA Japan](#) to communicate in their own language. We will evaluate at the end of the year whether still is a successful strategy to build further on.
- [NFIA YouTube](#) is used as a library to put and publish videos for social media and the website. We don’t deploy a separate YouTube strategy.
- The global **Twitter/X** accounts are currently dormant pending directions from the Dutch government on the use of this channel.
- The Invest in Holland **Instagram** account for a business is discontinued (but still existing) since March 2020. Instagram is not a primary information channel for the G2B target group.
- Specifically for the Chinese region are **WeChat and Weibo**. Both are managed by the local NFIA team in Shanghai.
- **Events** where Invest in Holland is promoted, abroad and in the Netherlands. All output is on-brand and contributes to three goals: lead generation, investor relations and strengthening the Invest in Holland brand. NFIA MarCom contributes to this by providing on-brand and up to date tools as well as other MarCom support.
- **Press and media:** NFIA's press & media policy is currently mostly reactive. All media and stakeholder relations including decisions on designated NFIA spokespeople are coordinated by NFIA’s Head of Communications, one of the marcom core team members based in The Hague.

Not all channels are used equally in different regions and markets. The local NFIA team responsible in each region decides, in collaboration with the global marcom team, which channels (and tools) to use for their market – following the general NFIA line of messaging.

Supporting tools

MarCom uses the following tools to support all activities:

- Content scheduling: CoSchedule
- Visual content creation: Canva & Adobe Creative Suite
- Email marketing: LaPosta

- Data Analytics: Google Analytics, Google Looker Studio
- Image Library: Mediatheek
- Website content management: WordPress
- SEO: Google Search Engine, Yoast

Digital Marketing Strategy

Conversion on the website

Ambition: The Invest in Holland website is the spider in the web in our digital marketing strategy. The website is where the conversion is made into potential leads, and therefore all other digital marketing efforts must lead to the website.

Data-driven MarCom

Digital marketing provides a lot of insight into which messages resonate well with which audience. This is a wealth of information that can also provide insights for the rest of the organization. The aim is to use this information to continuously improve our MarCom, but also to provide the wider network with data about the right message in the right market. For this we are setting up a standardized data reporting format.

NFIA's digital marketing tactics include

- Search Engine Optimization (SEO)
- Social Media Marketing
- Digital Advertising
- Content Marketing
- Website Marketing (a.o. geo-targeted and optimized landing pages, call-to-actions)
- Email Marketing
- Downloadable Content

Digital Advertising

Paid Advertising on digital channels is also used in NFIA's communications mix. NFIA has campaigns running on LinkedIn and Google search. Display advertising or retargeting are not part of this.

Other online advertising is used sparsely and is not within the current strategic ambitions of the NFIA, similarly to advertorials or print advertising.

The cost of advertising is considered an additional expense and is not included in the agency fees but paid directly by the NFIA MarCom team. As an indication, NFIA's expenditure on digital advertising in 2025 amounted to approximately EUR 90.000. This figure is provided for reference only and does not constitute a commitment or guarantee regarding future budgets or spending levels

Stakeholder communications

NFIA operates in a context where all external communication is also visible to the Dutch public and stakeholders. One of our key roles in supporting the 2025-2030 strategy is to inform stakeholders such as the ministries about the economic impact of the work of NFIA and the Invest in Holland network. This includes providing strategic messaging for internal and external governmental communications about NFIA and Invest in Holland.

Although stakeholder groups are not direct targets of NFIA's international marketing campaigns, they are nevertheless relevant. Dutch politicians (at national, regional, and local levels), regional Invest in Holland partners, commissioning ministries, and the wider public all take notice of the messages that NFIA brings to international audiences. NFIA's communication therefore takes an integrated perspective: while international businesses remain the primary marketing focus, marketing messages should also resonate positively with domestic audiences and stakeholders.

AI Goals/utilization

The NFIA MarCom team is taking first steps in and experimenting with the use of AI in our work. Our goal is to safely – compliant with Dutch government rules and regulations - make use of relevant AI technology available to make our marketing and communications more efficient and effective. Preferably, we'd like the skills, expertise and capacity of our agency to help us navigate developments in AI best and/or also to make use of it in our work together.

However, all AI activities must comply with the latest guidelines from the Dutch government on AI use.