Request for Proposals for Coach Support Services to Shape and Scale Programme Ventures

Procedure timeline	Type of procedure	Maximum yearly budget
Opening of the procedure / RFP sent 25/11/2026 **Deadline for clarification questions** 04/12/2026 **Closing of the procedure / submission deadline** 08/12/2026 **Internal approval of award decision** By the end of January 2027 **Communication of results / Notification of Award** By the end of January 2027 **Appeal / standstill period** February 2027 **Signature of contract** February 2027 **Planned service kickoff** February 2027	**Competitive Procurement RFP**	€130,000

All proposals must be sent using the application form

https://eit-culture-creativity.eu/

Summary

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1. About EIT Culture & Creativity

EIT Culture & Creativity is an initiative of the European Institute of Innovation and Technology (EIT). As a Knowledge & Innovation Community (KIC), EIT Culture & Creativity has been designed to strengthen and transform Europe's Cultural and Creative Sectors and Industries (CCSI) by connecting creatives and organisations to Europe's largest innovation network. During the 2023-2027 period, EIT Culture & Creativity will:

- Empower and connect creatives and innovators across Europe and contribute to a more resilient, more sustainable, and transformational sector.
- Unlock value from a multitude of stakeholders through technology transfer, improved cross-sectoral collaboration and their effective integration in production value networks.
- Strengthen artistic driven innovation as an indispensable part of the European Innovation Ecosystem.
- Reinforce the appreciation and anchoring of European values, and identities.
- Harness the unique position of the CCSI to facilitate Europe's Green, Digital and Social transitions.

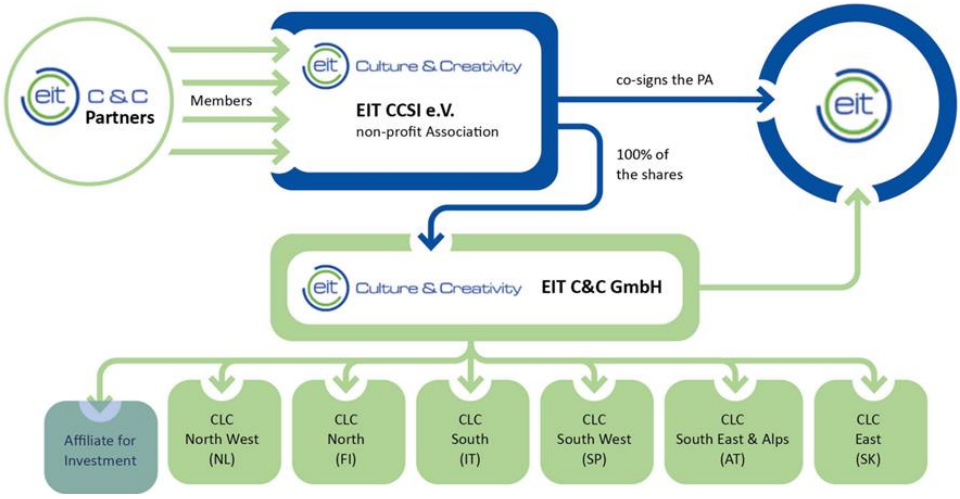
EIT Culture & Creativity is the EIT's newest Knowledge & Innovation Community (KIC), bringing together 50 partners from 20 countries across Europe, enhancing the 'Knowledge Triangle' of research, education and business with civil society, to create a sustainable ecosystem for European Cultural and Creative Sectors and Industries (CCSI). Leveraging the sectors' diversity as a European way of innovation, the KIC will turn diversity into a strategy to strengthen CCSI's innovation transfer capabilities, simultaneously creating space to become more competitive and attractive globally.

Driving systemic changes, across and within key sectors, EIT Culture & Creativity focuses on CCSI's role as an enabler of delivery to cornerstone EU objectives set out in the Triple Transitions. While the KIC will support cross-sectoral innovations, it focuses on catalysing the transformative power of specific sub sectors with the highest impact for the Green Transition: Architecture; Culture Heritage and Crafts; Product, Process and Service Design; Fashion; Media, Audio-visual and Gaming.

By enhancing the 'knowledge triangle' of research, education and business creation, EIT Culture & Creativity connects leading organisations along the entire value chain from individual artist and designers to SMEs (small-to-medium enterprise) to established industry, academic and research institutions, as well

as the public sector to promote entrepreneurship, innovation, education and cooperation in Cultural & Creative Sectors & Industries across Europe.

2. The organisation



EIT Culture & Creativity operates in four departments; Innovation, Education, Transformation and Business Creation. The Business Creation area supports entrepreneurs and ventures in building, scaling, and internationalising sustainable, competitive businesses, while unlocking access to public and private finance. Through incubation, acceleration, and post-acceleration support, it guides companies from product development and IP strategy to market entry and expansion. With a strong focus on robust business models, investor readiness, and global positioning, Business Creation ensures that creative innovation translates into scalable ventures – driving economic resilience, long-term value creation, and measurable impact across Europe.

The Business Creation runs three creative entrepreneurship programs from idea to international expansion; Spark Incubation, Shape Acceleration, and Scale Post-Acceleration programmes — supporting early-stage and growth-stage ventures in the Cultural and Creative Sectors and Industries (CCSI). The Business Creation team manages multi-cohort programmes across Europe, working with participants across creative technology sub-sectors including fashion, architecture, audio-visual media, gaming, and cultural heritage.

3. The objectives

EIT Culture & Creativity's Shape and Scale programme participants receive a grant to deliver against an approved Execution Plan (Shape) or Scaling Plan (Scale) over a ten-month engagement period followed by their engagement as part of EIT Culture & Creativity's 100-To-Watch portfolio. To support delivery, EIT Culture & Creativity's Business Creation team is seeking to appoint a pool of qualified individual coaches to work alongside funded ventures on an ongoing basis. This RFP seeks to select and contract a pool of qualified individual coaches to deliver this support across both programmes and 100-To-Watch activities during 2027. The three primary objectives are:

- **Structured coaching delivery**: recurring, milestone-oriented 1:1 support to founders/teams covering progress, priorities, KPIs, fundraising readiness, governance, and execution.
- **Milestone and deliverable readiness**: hands-on support helping ventures prepare their key programme deliverables and pass programme milestones on time.
- **Programme integration and reporting**: structured, timely feedback from coaches to the Business Creation team that feeds programme-level monitoring and early risk flagging.

Applicants must demonstrate the following:

- **Eligibility**: Each application must be an individual coach, who will be evaluated on their own qualifications and experience. The coach may be affiliated with a company, which may be the contracting and invoicing entity. A company wishing to propose multiple coaches must submit a separate application for each coach. Applications offering an unnamed pool of coaches are not eligible. *Example: If [Mentor Agency] proposes [X] and [Y], it submits one application naming [X] and another naming [Y]. Each coach is evaluated individually; [Mentor Agency] may be identified as the contracting and invoicing entity.*
- **Compliance**: Full GDPR compliance in the handling of any venture or founder information encountered while delivering the Services; confidentiality of all non-public venture information.
- **Experience**: Demonstrated experience coaching, mentoring, or advising founders/entrepreneurs, ideally within the Cultural and Creative Sectors and Industries, tech or comparable innovation ecosystems.
- **Capacity**: The ability to support the number of concurrent ventures declared in the application (from one to five), consistently with the time commitments in Section 4.2 and the applicant's other professional commitments.

4. The services

This RFP covers a single service line: individual coaching support for ventures in the Shape and Scale programmes. It will establish a pool of coaches, each assessed individually. Inclusion in the pool does not guarantee an engagement or result in an immediate contract. Coaches will be contracted only when called upon to support a venture. Each applicant must declare a maximum concurrent capacity of between one and five ventures. No coach will be assigned more than five ventures concurrently or more than their declared and verified capacity, and no minimum number of assignments is guaranteed. Actual allocations will depend on confirmed programme needs, the matching criteria in Section 5 and the annual budget constraint in Section 4.3.

4.1 Volume — expected startups to coach

Programme	Cohort	Ventures
Shape	Cohort 1 (2027)	Up to 30
Scale	Cohort 1 (2027)	Up to 20
Total		Up to **50**

4.2 Core responsibilities

The coaching service is built around two recurring core responsibilities. First, coaches hold regular 1:1 coaching sessions with the founder or founding team, acting as a trusted sparring partner on the venture's progress, priorities and milestones, KPIs, fundraising readiness, governance and execution (indicatively up to 20 hours per venture in 2027). Second, coaches act as a link between the venture and the EIT Culture & Creativity programme team, providing structured feedback on each venture's engagement and progress through three check-ins with the Programme Managers (indicatively 30 minutes each):

(i) after the Kick-off, coaches update the Programme Manager on any changes to the venture's execution or scaling plan and share the next steps planned until Demo Day;

(ii) before Demo Day, coaches update the Programme Manager on the development of the startup's team and product and flag what the venture crucially needs to be ready for Demo Day; and

(iii) one month before the programme ends, coaches inform the Programme Manager of any red flags and current developments, so that the venture, coach and Programme Manager can work together to support the startup in delivering its final reporting as efficiently as possible.

Alongside these recurring responsibilities, coaches also support the ventures and the programme through the following activities, which form an integral part of the coaching service:

- **Kick-off participation:** Each engaged coach is required to participate in a two-day, in-person Kick-off event in an EU city. Coaches will meet the startups assigned to them and help them interpret their assessment results and identify priorities for their venture execution plans. Where relevant, coaches may be asked to align with trainers in advance on session objectives and format. During workshops, they may support small-group facilitation, guide discussions, share relevant insights and provide feedback to startups. Specific responsibilities will be confirmed once the Kick-off programme is finalised.
- **Deliverable and milestone check-ups**: support in preparing the post-Kick-off, Month 6 and Month 12 deliverable packages (e.g. pitch deck updates, KPI/output evidence, impact survey inputs) so that submissions are ready ahead of the deadlines.
- **Per-session status notes**: tracking delivery against the approved Venture Execution/Scaling Plan between sessions, and a brief status note to programme management after each session, flagging risks early rather than waiting for a monthly or milestone cycle.

4.3 Fees

This procedure applies a fixed-price model: the competitive evaluation is based solely on quality (see Section 7). Tenderers are not asked to submit a price. The following fees apply to every venture assignment awarded under a coach's contract:

- EUR 2,500 (fixed package) per venture, for the full coaching engagement over the programme duration (approx. 10 months), covering all responsibilities described in Section 4.2 other than Kick-off participation.
- EUR 1,000 (fixed, one-off) per coach, for in-person Kick-off participation, covering related preparation, travel and accommodation expenses. This amount is paid only once per coach, regardless of the number of ventures supported or participating in the Kick-off.

A coach may be allocated between one and five ventures concurrently, but never more than their declared and verified capacity. No minimum number or value of assignments is guaranteed. Before the pool is selected, EIT Culture & Creativity will determine jointly the number of funded venture assignments (A) and

the number of coaches expected to be engaged (N), so that EUR 2,500 × A + EUR 1,000 × N does not exceed the maximum yearly budget of EUR 130,000. The programme volumes in Section 4.1 are planning ceilings; the number of assignments awarded under this RFP may therefore be lower. Any support for 100-To-Watch portfolio activities must remain within the unused annual budget or be covered by a separate written budget and contractual arrangement.

5. The process workflow

This is a single, aggregated procedure: the outcome of this RFP is the direct selection and award of the coach pool. The subsequent matching of coaches to individual ventures is an internal allocation exercise, not a further procurement round.

- EIT Culture & Creativity will evaluate all eligible applications against Section 7 and rank them by final weighted score. The coach pool will comprise the smallest number of coaches whose cumulative declared and verified capacity is sufficient to cover the funded venture assignments determined under Section 4.3 and who collectively provide, where available, the specific expertise required to address the documented needs of the selected ventures. Final weighted scores will inform the selection but will not be the sole basis for it. The calculation of the pool size, the ranking and any tie-break will be recorded in the award decision.
- The Business Creation programme team will first assess the specific needs of each selected venture and will then assign ventures using a documented matching matrix applied consistently to all ventures. Where suitably qualified coaches are available, the matching will prioritise the fit between those needs and the coach's evidenced expertise and methodology rather than relying exclusively on the coach's final weighted score. The criteria, in order, are: (i) absence of an actual or potential conflict of interest; (ii) fit between the venture's documented needs, sector and stage and the coach's evidenced expertise and methodology; (iii) the coach's remaining declared capacity and availability; and (iv) the coach's final weighted score as a tie-breaker. No coach may exceed five concurrent ventures or their declared and verified capacity. The programme team will retain a short written rationale for each match. If a proposed match presents a documented conflict or material mismatch, the next best-fitting available coach will be considered using the same criteria.
- The assigned coach signs an individual Service Agreement with EIT Culture & Creativity, referencing this RFP and its terms (fees, scope, no guaranteed assignment, reassignment mechanism).
- The assigned coach meets the venture team in person at the start of the programme, develops an understanding of their needs and challenges, and works with them to plan their priorities and objectives for the programme.
- Throughout the programme, the coach provides regular support and guidance, monitors the venture's progress, and remains available to address specific needs as they arise. The coach

submits brief progress reports aligned with critical programme milestones. The full reporting timeline will be presented during onboarding session. The coach promptly informs the programme team of any urgent matter requiring attention.

- Milestone support and reporting: the coach supports further deliverable preparation, flags any critical situation occurring with the supported venture(s), and provides structured feedback that feeds the three check-ins with the Programme Managers (after the Kick-off, before Demo Day and one month before the programme ends).
- A review point at Month 1 allows EIT Culture & Creativity to change a coach-venture pairing where it is not working for either both or one of the parties. The decision to end a pairing may be initiated by the venture, the coach, or EIT Culture & Creativity. Any documented mismatch, conflict of interest, or performance issue identified at any point by any party may also trigger reassignment. Work already completed at the point of reassignment is paid pro rata; reassignment does not otherwise entitle the coach to any compensation.

6. Timeline

Step	Date
Opening of the procedure / RFP sent	25/11/2026
Deadline for clarification questions	04/12/2026
Closing of the procedure / submission deadline	08/12/2026
Internal approval of award decision	By the end of January 2027
Communication of results / Notification of Award	By the end of January 2027
Appeal / standstill period	February 2027
Award of procedure finalised	February 2027
Signature of contract	February 2027
Planned service kick-off	February 2027

Questions may be submitted by email to businesscreation@eit-culture-creativity.eu until the clarification deadline. Responses will be provided as soon as reasonably practicable and, in any event, no later than the date indicated in the procurement timetable.

7. The evaluation

7.1 Administrative and eligibility verification

The proposals received before the submission deadline will first undergo an administrative and eligibility verification by the Evaluation Committee.

As a mandatory eligibility requirement, tenderers shall submit a duly completed and signed **Declaration onof Honour (DoH)**, confirming that they meet the eligibility criteria and are not subject to any of the exclusion situations specified in the procurement documentation.

Only proposals accompanied by a duly completed and signed Declaration onof Honour (DoH), and satisfying the applicable eligibility requirements, shall be admitted to the technical and financial evaluation stage.

Proposals that do not satisfy these requirements shall not proceed to the evaluation of their technical and financial merits, subject to any clarification or rectification permitted under the applicable procurement procedure.

7.2 Technical and financial evaluation

The applications received before the submission deadline will be evaluated by the Evaluation Committee. Each application will be evaluated individually by each member of the Evaluation Committee.

As the fee for each venture assignment is fixed (Section 4.3), evaluation is conducted on quality criteria only, in line with Article 67 of Directive 2014/24/EU, which permits a fixed price/cost with tenderers competing on quality criteria alone. Each criterion will be scored on the integer 1–5 scale described in Section 7.3. The weighted score for each criterion will be calculated as (criterion score ÷ 5) × criterion weight, producing a maximum total weighted score of 100 points.

Criteria #	Description	Weight
Criteria 1. Evidenced founder/venture impact	**A track record of coaching or advising founders with tangible outcomes, confirmed by the CV, LinkedIn, the engagement examples and the references.** *Does the applicant demonstrate a track record of coaching or advising founders with tangible outcomes? Does the applicant have a clearly*	50%

	described coaching methodology? Applications must include at least two contactable references who can verify the applicant's impact on the ventures/founders they supported.	
Criteria 2. Relevant sector experience	**Depth and recency of experience in CCSI sub-sectors or comparable tech/innovation ecosystems.** *Does the applicant have experience relevant to the Cultural and Creative Sectors and Industries (e.g. architecture, built environment, new materials, fashion, media/audio-visual or comparable tech/innovation ecosystems?*	20%
Criteria 3. Relevant founder/operating experience	**Founder or senior/C-level experience at a sector-relevant company, exits, investment or fundraising experience, and corporate or investor networks that ventures can use.** *Relevant founder/operating experience — Does the applicant have direct operating experience as a founder or in a senior or C level position at a sector relevant company? Have they founded or exited a company? Do they have any investment experience?*	20%
Criteria 4. Delivery capacity & realistic caseload	**Realistic availability to support multiple ventures at a time** *Delivery capacity & realistic caseload — Has the applicant declared a maximum capacity of between one and five concurrent ventures, supported by credible availability and hours per venture and consistent with the time commitments described in Section 4.2 and with any other professional commitments?*	10%

The proposal(s) received after the set deadline will not be evaluated.

The evaluation committee will assess the proposals against the criteria above and recommend the tenderer(s) achieving the highest weighted score.

7.3 Scoring Framework

Criterion 1: Evidenced founder/venture impact (weight 50%)

Assessed on: the number and relevance of founders or ventures coached, fit with venture stage (early-stage to scaling), tangible outcomes, and confirmation by references.

Score	Description
1	No coaching, mentoring or advisory experience shown, or only generic claims.
2	Little experience: few ventures or short engagements, with vague outcomes or outcomes not linked to the applicant's role.
3	A reasonable track record across several ventures, with some concrete outcomes; references provided but add little detail.
4	A strong record across multiple ventures, with clear outcomes attributable to the coach (e.g. funding raised, market entry, revenue growth, milestones met); references broadly confirm the impact.
5	An exceptional record across many ventures and stages, with specific, quantified outcomes consistent across all sources; references clearly confirm the applicant's role in them.

Criterion 2: Relevant sector experience (weight 20%)

Assessed on: depth, recency and relevance of experience in the Cultural and Creative Sectors and Industries (e.g. architecture, fashion, media/audiovisual, built environment, new materials) or comparable tech and innovation ecosystems.

Score	Description
1	No sector-relevant experience, or only distant, generic innovation experience.
2	Limited or dated CCSI exposure, or comparable-sector experience without clear transferability.
3	Solid experience in one CCSI sub-sector or a closely comparable ecosystem, with some recent activity.
4	Substantial and recent experience in one or more CCSI sub-sectors, shown through specific roles, projects or clients.
5	Deep, sustained and current experience across several CCSI sub-sectors, with demonstrable knowledge of sector business models, funding landscape and networks.

Criterion 3: Operating, investment and network experience (weight 20%)

Assessed on: founder or senior/C-level experience at a sector-relevant company, exits, investment or fundraising experience, and corporate or investor networks that ventures can realistically use. Strength in any one of these routes can reach a high score, and a combination scores higher.

Score	General meaning
1	No operating, investment or network experience shown, or only junior or unrelated roles.

2	Some relevant roles, but not senior, not recent, or not in a sector-relevant company; network claimed but unnamed.
3	Meaningful experience on one route (e.g. a senior role in a relevant company, or some angel investing), with names and dates.
4	Strong experience on one route, or good experience on two (e.g. founder or C-level plus fundraising or investment activity), with named companies and roles.
5	Extensive experience on several routes, such as a founder or C-level role with an exit, plus an active investor or corporate network that can be put to use for ventures, all verifiable from CV and LinkedIn.

Criterion 4: Delivery capacity and realistic caseload (weight 10%)

Assessed on: the applicant's declared maximum capacity of one to five concurrent ventures, the credibility of the hours committed per venture, consistency with the time commitments in Section 4.2, and compatibility with the applicant's other professional commitments.

Score	General meaning
1	No availability information, or availability that contradicts other commitments shown.
2	One venture only, or three or more with hours too low to meet the time commitments.
3	Two ventures with credible hours, or three with limited clarity on hours.

4	Three ventures with realistic hours consistent with Section 4.2.
5	Four or five ventures with realistic hours consistent with Section 4.2, and no visible conflicting commitments.

8. The offer from the tenderer

As the commercial terms of this procedure are fixed, applicants are not required to submit a priced, formal proposal deck. Instead, applicants must submit their answers completing the online form, which will constitute their technical offer and will be scored against the criteria in Section 7:

Applicants must also submit a CV or professional profile as an annex, and a duly completed and signed Declaration on Honour on exclusion and selection criteria (Annex).

EIT Culture & Creativity reserves the right to request clarification or additional information from tenderers during the evaluation process. Submissions that do not address all mandatory requirements may be excluded from evaluation.

No costs incurred by the tenderers in preparing and submitting the proposal are reimbursable. All such costs must be borne by the tenderer.

9. General terms and conditions

- All proposals and supporting documentation submitted in the context of this procurement procedure shall be treated as confidential and processed only for the purposes of evaluating and conducting this procurement procedure.
- Any personal data and other information exchanged in connection with this procurement procedure shall be processed in accordance with applicable data protection legislation, including Regulation (EU) 2016/679 (General Data Protection Regulation – GDPR).
- All information, documentation and communications provided by EIT CC during the procurement procedure, whether in written, electronic or verbal form, shall be considered confidential and shall not be disclosed, reproduced, distributed or made available to third parties without EIT CC's prior written approval.
- Tenderers shall implement appropriate technical and organisational measures to ensure confidentiality, integrity and protection of information received during the procurement process.
- The selected tenderer shall perform the services in compliance with all applicable laws and regulations, including GDPR and other applicable data protection requirements.

- The final Service Agreement attached to this Request for Proposal shall constitute the contractual basis for the award. Limited negotiation of specific contractual provisions may be permitted at EIT CC's discretion and only in accordance with the conditions stated in this RFP.
- Any contractual reservations, deviations, assumptions, amendments or alternative contractual provisions proposed by the tenderer must be expressly disclosed in the offer in accordance with Section 12 (Contract). Any undisclosed deviation shall be deemed rejected and shall not become part of the contractual relationship.
- The relationship between EIT CC and the selected tenderer shall be governed by the principles of fairness, transparency, good faith and cooperation throughout both the procurement procedure and the execution of the contract.
- EIT CC reserves the right, at its sole discretion and without liability, to suspend, amend, cancel or discontinue the procurement procedure and/or decide not to award the contract.
- Submission of a proposal does not create any entitlement to award, compensation or reimbursement of costs incurred by the tenderer.
- The procurement procedure and the resulting contractual relationship shall be nonexclusive. EIT CC reserves the right to procure similar or related services from other providers where justified by operational, legal or strategic considerations.

10. Appeal procedure

1. Submission of appeal:

(a) Interested parties who wish to lodge an appeal must do so in writing within 3 business days from the date of the Notification of the Award.

(b) Appeals must be submitted to the designated contact person specified in the RFP documentation.

2. Content of appeal:

(a) Detailed description of the grounds for appeal.

(b) Supporting evidence and documentation.

(c) Contact information of the appellant for communication purposes.

3. Review committee:

(a) A review committee will be appointed to oversee the appeal process.

(b) The review committee will be comprised of 3 members not involved in the evaluation committee to ensure impartiality in evaluating the appeal.

4. Review procedure:

Upon receipt of an appeal, the review committee will promptly acknowledge its receipt and commence the review process.

The review committee will conduct a thorough examination of the appeal, including:

i. Assessing compliance with EIT CC procurement rules and relevant national legislation.

ii. Evaluating the merits of the grounds for appeal and supporting evidence provided.

iii. The review committee may request additional information or clarification from the appellant or the contracting authority, if necessary.

5. Decision making:

(a) The review committee will render a decision on the appeal within 7 calendar days from the date of receipt.

(b) The decision will be communicated in writing to the appellant and the contracting authority.

(c) If the appeal is upheld, the review committee may recommend appropriate remedial actions, which may include re-evaluation of bids, correction of errors, or other measures to address the concerns raised in the appeal.

6. Confidentiality and transparency:

(a) The appeal process will be conducted with utmost confidentiality to protect sensitive information and ensure fairness to all parties involved.

(b) However, to promote transparency and accountability, the review committee's decisions may be published in anonymized form, excluding any confidential information.

7. Finality of decisions:

(a) The decisions rendered by the review committee shall be final and binding on all parties involved.

(b) There shall be no further recourse or appeal against the decisions of the review committee, except as provided for by applicable law.

8. Costs and expenses:

(a) Each party shall bear its own costs and expenses incurred in relation to the appeal procedure, unless otherwise determined by the review body.

9. Continuation of procurement procedure:

(a) The procurement process may continue during the pendency of any appeal, unless otherwise decided by the review committee or required by applicable law.

11. Conflict of Interests

The conflict of interest is defined as all measures to prevent any situation where the impartial and objective implementation of the service could be compromised for reasons involving family, emotional life, political or national affinity, personal economic interest or any other direct or indirect interest ('conflict of interests'). They must formally notify EIT Culture & Creativity without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

1. The tenderers and EIT Culture & Creativity must ensure to collaborate and exchange information respecting fairness, transparency and equal treatment for all parties engaged. It is expected that:
2. The tenderer ensures to EIT Culture & Creativity that it is not engaged in a EIT Culture & Creativity funded project, nor engaged in the preparation of an EIT Culture & Creativity proposal ;
3. The tenderer has no link with any of the person within the EIT Culture & Creativity organisation and cannot access material or information on an exclusive basis ;
4. The tenderer has no unfair advantage given by a current employee of EIT Culture & Creativity ;
5. The tenderer will not contact, nor approach any member of the selection committee, nor employee of EIT Culture & Creativity to obtain additional information and/or exclusive information ;
6. The tenderer will answer the RFP with fairness and will not
7. The tenderer, or employee of EIT Culture & Creativity must informed immediately the contact person of the RFP if any irregularity is identified.

The tenderer acknowledges the code of conduct of EIT Culture & Creativity, publicly available in the website : https://eit-culture-creativity.eu/about-us/the-library/

12. Contract

The selected tenderer shall enter into EIT Culture & Creativity's standard **Service Agreement**, attached to this Request for Proposal (RFP) as an annex and forming an integral part of the procurement documentation.

The Service Agreement shall govern the contractual relationship between EIT Culture & Creativity (EIT CC) and the selected provider and shall regulate the terms and conditions under which the services are performed and delivered throughout the contract duration.

The contract structure is expected to comprise the following documents:

- **Service Agreement** governing the overall commercial and legal relationship between the Parties, including the scope, conditions and obligations relating to the provision of services;
- **Request for Proposal (RFP)** attached as a contractual annex;
- **Winning Tender** attached as a contractual annex;
- **DoH (Declaration on Honouf Honor)**

The Service Agreement shall enter into force upon signature by both Parties.

The contract duration shall be:

- **Initial duration:** Until the end of December 2027
- **Maximum duration:** Until the end of December 2027

Any extension shall remain at the sole discretion of EIT CC, subject to the terms of the Service Agreement, and shall not create any automatic entitlement to renewal.

Tenderers are expected to carefully review the Service Agreement attached to this procurement documentation before submitting their proposals.

Any requested deviation, reservation, limitation, amendment, exception or alternative contractual wording to the Service Agreement, the RFP conditions, or any other contractual provision must be expressly identified and disclosed by the tenderer within the submitted offer.

Such deviations shall:

- Be listed in a dedicated section titled **"Contractual Deviations and Assumptions";**
- Include the relevant article reference, proposed alternative wording and justification;
- Clearly identify whether the deviation is mandatory or negotiable.

Contractual deviations that are:

- Not expressly disclosed in the submitted proposal;
- Introduced after submission of the offer;
- Communicated only during contract negotiations; or
- Included through supplier standard terms and conditions, hyperlinks, quotations, proposals or other referenced documents,

shall be deemed rejected and shall not become part of the contractual relationship.

Unless explicitly accepted in writing by EIT CC during the award process, the submitted offer shall be deemed to constitute full acceptance of the contractual conditions included in the procurement documentation, including the Service Agreement.

EIT CC reserves the right to:

- Reject proposed contractual deviations;
- Request clarification regarding reservations or proposed amendments;
- Treat material deviations as affecting the compliance of the proposal;
- Reject proposals that materially alter the legal or commercial structure of the procurement procedure.

The final executed Service Agreement, together with its contractual annexes, shall prevail over any supplier standard terms and conditions unless expressly agreed otherwise in writing by EIT CC.

Annexes

Declaration on Honour on exclusion criteria and selection criteria

Service Agreement - Contract Template