



Request for Proposals

*Marketing Capability Assessment
Implementation & Roadmap*

03/11/2025

Procedure timeline	Type of procedure	Maximum budget
03/11/25 - publication 14/11/25 – deadline 19/11/25 – results	Open	30 000 EUR

Applications should be submitted through [this form](#). Applications received through another channel won't be accepted.

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About EIT Culture & Creativity

EIT Culture & Creativity is the institutional partnership dedicated to transforming **European cultural and creative sectors and industries** (CCSI) to be more sustainable, resilient, and competitive.

Launched in 2023 by the European Institute of Innovation and Technology, an EU body, we provide access to funding, knowledge, and tailored support. As part of the largest European innovation network, we build **lasting connections between research, industry, academia, and cultural institutions**.

Our vision is to fundamentally strengthen the CCSI as a vital force for transformation—economically, socially, and environmentally.

Our mission is to drive responsible growth in and beyond the CCSI **through innovation, education, business creation, and societal transformation**.

Our first focus is on five key areas: **architecture, gaming, fashion, cultural heritage, audiovisual and media**. We support innovators every step of the way to scale their ideas, translate innovation into impact, and redefine what entrepreneurship means today.

We are present across 30 countries, with our HQ in Cologne, and Regional Hubs in Amsterdam, Barcelona, Bologna, Helsinki, Košice, and Vienna — building **a powerful ecosystem** that transcends silos, sectors, and localisation.

We believe that culture and creativity are not luxuries, but a critical infrastructure for resilience, renewal, and economic growth. Whether you are a creative innovator, a company, a university, a research centre, a cultural institution, an investor, a policymaker, a civic leader, or someone on a learning journey, we invite you to join us in **imagining desirable futures for Europe**.

Find out more at www.eit-culture-creativity.eu.

The context

EIT Culture & Creativity is enhancing and rebuilding its **Marketing & Communication Strategy** to strengthen visibility, engagement, and impact across Europe's cultural and creative ecosystem.

Following a Visibility & Impact Assessment, which included stakeholder interviews, process reviews, and performance analysis, EIT Culture & Creativity has identified several improvement areas in internal communications, external workflows, and content production cycles. The next phase focuses on implementation and operational optimization based on these findings.

EIT Culture & Creativity is seeking an experienced **Marketing Operations Consultant** (or consulting agency) to lead the **Marketing Capability Assessment Implementation & Roadmap**. This role involves hands-on implementation of priority recommendations, team enablement, and marketing technology stack evaluation and deployment.

The consultant will work closely with the existing team to ensure operational stability, reduce workload pressures, and establish a scalable foundation for the incoming Chief Outreach & Marketing Officer (COMO).

For this project EIT Culture & Creativity invites for submitting a Proposal for a **Marketing Capability Assessment Implementation & Roadmap**.

Budget: Maximum of up to € 30,000 (VAT excluded).

This is an initial contract that **may be extended or renewed** afterwards if the collaboration is successful and there is further need of support.

The mission

Key Responsibilities:

- **Implement Audit Recommendations:** Lead the execution of priority recommendations from the audit, providing hands-on operational support and system configuration.
- **Deliver Operational Efficiencies:** Identify and implement quick-win initiatives to streamline workflows and alleviate immediate capacity constraints.
- **Strengthen Team Capability:** Develop and facilitate role clarity workshops, process documentation, and decision-making frameworks to build a confident, empowered team.
- **Optimize Technology Ecosystem:** Oversee the full lifecycle of technology enablement, including RFP development, vendor evaluation, selection, and onboarding.
- **Advance AI Integration:** (In collaboration with leadership) design and implement AI-enabled infrastructure to enhance compliance, knowledge management, and content development.
- **Ensure Process Continuity:** Document systems and workflows to support training, maintain consistency, and enable a smooth handover to the Chief Marketing Officer.

Expected Deliverables

- Implementation roadmap aligned with audit recommendations.
- Clear documentation of revised processes, workflows, and decision-making frameworks.
- Deployed or recommended marketing technology stack, including vendor shortlist and implementation plan.
- Capacity-building workshops for the internal team.
- Comprehensive project handover package for the incoming COMO.

Profile:

Qualifications & Experience

- Proven experience in marketing operations, marketing technology management, or related consulting roles.
- Strong project management and process optimization skills, with experience leading cross-functional initiatives.
- Hands-on experience with marketing technology stacks (CRM, CMS, automation platforms, analytics tools), ideally Monday.com.
- Foundational knowledge of AI-driven solutions for marketing, content management, and compliance, with an understanding of their application in business processes.
- Exceptional communication and collaboration skills; able to facilitate workshops and lead teams effectively.
- Detail-oriented with strong documentation and knowledge management skills.
- Experience in the cultural, creative, or innovation sectors is an asset.

The timeline

Opening of the procedure	November 3
Closing of the procedure	November 14
Communication of the results	November 19
Standstill and appeal period	3 days
Award of the procedure	November 24
Signature of the contract	November 24

During the time of the procedure, the EIT Culture & Creativity team will receive questions via email (hiring@eit-culture-creativity.eu) and will seek to provide an answer within 24 hours from Monday to Friday.

The evaluation

Proposals received by **14 November at 23:59 CET** will be evaluated by a three-person selection committee. Each criterion will be scored individually (1 = low, 5 = high).

Criteria #	Description	Weight
Experience	Demonstrated experience in key responsibilities and deliverables.	50%
Methodology and approach	Understanding of the brief and clarity of the proposed approach.	30%
Cost of service	Value for money and transparency of costs.	20%
Total		100%

Proposal(s) received after the deadline will not be evaluated.

The selection committee is not obliged to award or contract an offer.

The offer from the tenderer

The tenderer has to be an individual, working for an organization that can invoice in the EU.

Tenderers are required to submit a comprehensive proposal including:

1. **Portfolio and/or CV** highlighting relevant experience.
2. **Methodology & approach:** description of your approach to delivering the requested services.
3. **Budget proposal** in daily and/or hourly rate.
4. **2-3 References** if not already mentioned in Portfolio/CV.
5. Any other elements you consider relevant.

Applications should be submitted through [this form](#). Applications received through another channel won't be accepted.

Please note: Costs incurred in preparing and submitting the proposal will not be reimbursed.

General terms and conditions

All proposals will be treated confidentially, and any personal or other data is treated in accordance with applicable GDPR rules.

- The information that EIT Culture & Creativity will provide in the context of this procurement procedure in writing or verbally is considered confidential and should not be disclosed to any other external parties without prior written approval from EIT Culture & Creativity.
- The final Framework Agreement may be subject to further negotiation if so required.
- Data protection rules are followed according to GDPR.
- It is expected that the relationship between EIT Culture & Creativity and the selected applicant will respect the principle of fairness and loyalty in the execution of the procurement procedure and during the lifetime of the contract.

Appeal procedure

SUBMISSION OF APPEAL

(a) Interested parties who wish to lodge an appeal must do so in writing within three business days [3] from the date of November 19, 2025.

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

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.

REVIEW COMMITTEE

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

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

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:

(a) (b) (c) Assessing compliance with EIT CULTURE & CREATIVITY procurement rules and relevant national legislation.

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

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

DECISION MAKING

- (a) The review committee will render a decision on the appeal within seven 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.

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 anonymised form, excluding any confidential information.

FINALITY OF DECISIONS

- (a) (b) The decisions rendered by the review committee shall be final and binding on all parties involved. There shall be no further recourse or appeal against the decisions of the review committee, except as provided for by applicable law.

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.

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.

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.

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:

- 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;
- 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;
- The tenderer has no unfair advantage given by a current employee of EIT Culture & Creativity;
- 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;
- The tenderer will answer the RFP with fairness.

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 on the website: <https://eit-culture-creativity.eu/about-us/the-library/>

Contract

The final award does not yet constitute the contract. The contract will be concluded at the time of signature by the tenderer and EIT Culture & Creativity. The winning tenderer will be sent the contract to be signed, indicating the deadline by which the signed contract should be returned to EIT Culture & Creativity.

The invoicing will be based on a mutually agreed schedule; it will be detailed in the contract.

EIT Culture & Creativity reserves the right, at its sole discretion, to utilize the allocated budget in full or in part, without giving rise to any entitlement to full utilization or disbursement of the maximum budget.

The awarded tenderer will ensure to provide its services always being GDPR compliant and will guarantee to EIT Culture & Creativity, even at the tender stage, that there are the needed safeguards.

For any information contact hiring@eit-culture-creativity.eu