

March 2024

W E ■
A R E
C O M

Conducting an international tender

Best practices

UNDERSTANDING THE INTERNATIONAL TENDER PROCESS

What's an international tender

An international tender is a **formal, competitive bidding process** where companies invite bids from agencies worldwide to complete **a specific project or provide services on a global scale**. This process ensures **transparency, fairness, and efficiency** in selecting the best agency based on **predefined criteria**.



In the context of communications, international tenders allow companies to find **the most suitable agencies for their advertising, social media, or press relations needs**, ensuring a **wide range of creative ideas, strategies, and services** that can cater **to diverse global markets**.

Why go international?

- **Access to Global Talent:** By casting a wider net, companies can tap into a pool of diverse and innovative agencies around the world, bringing fresh perspectives and ideas to the table.
- **Cultural and Market Specifics:** International agencies can offer valuable insights into cultural nuances and market-specific strategies, which are crucial for effective communication and marketing in different regions.
- **Competitive Advantage:** Leveraging the unique strengths and specializations of agencies from various parts of the world can give companies a competitive edge in their marketing and communication efforts.

Key considerations

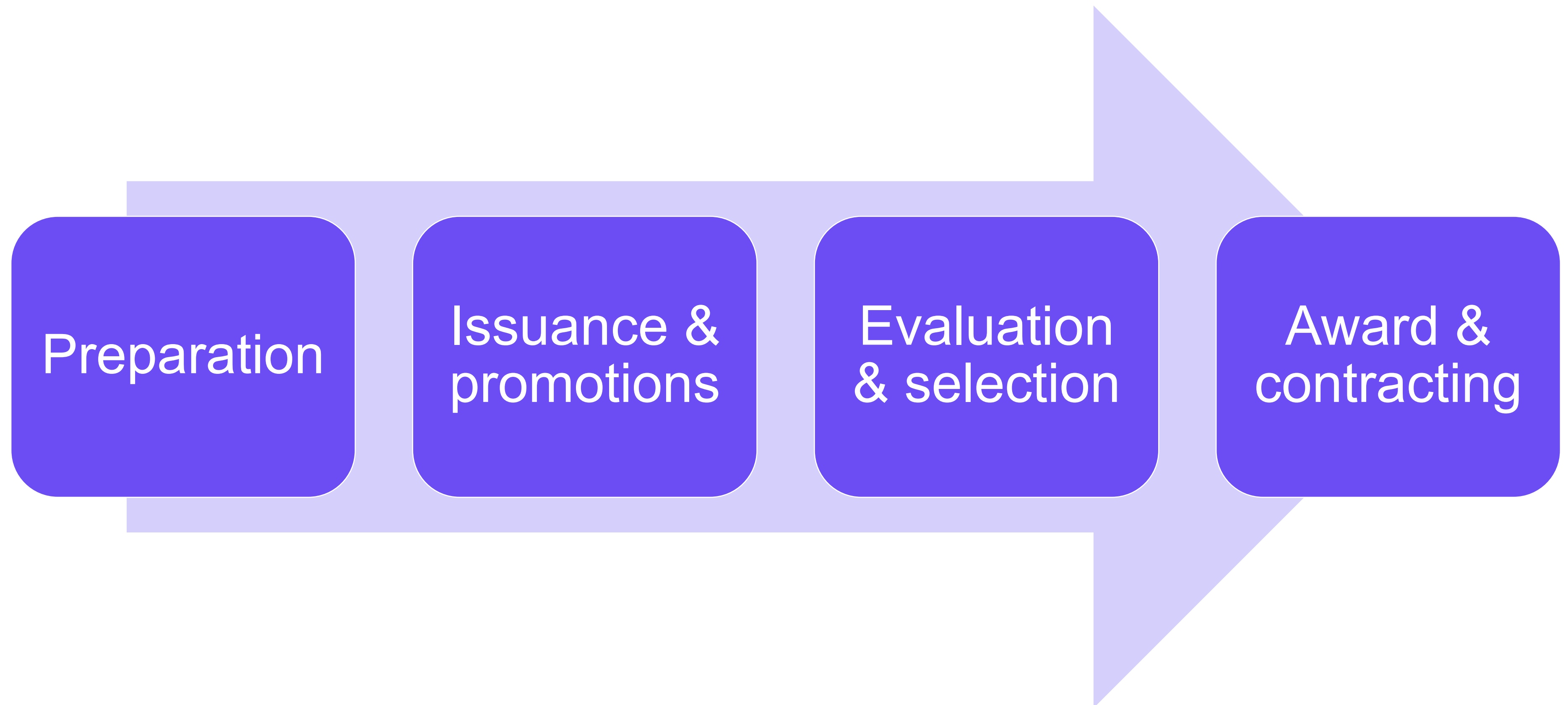
- **Legal and Regulatory Compliance:** Understanding and adhering to international, regional, & local laws and regulations is crucial. This includes data protection laws, advertising standards, and labor laws.
- **Cultural Sensitivity:** The need to appreciate and integrate cultural differences in communication strategies & content to ensure relevance and effectiveness across diverse audiences
- **Logistical Challenges:** Managing time zones, language barriers, and other logistical considerations is essential for smooth collaboration and project management.
- **Economic Factors:** Being aware of currency fluctuations, payment terms, and economic stability in different regions can impact budgeting and financial agreements.

Key considerations



Kentucky Fried Chicken's slogan "*Finger lickin good.*" translated into Chinese came out as "*Eat your fingers off.*"

Stages of the international tender process



PREPARING YOUR

TENDER DOCUMENT (BRIEF)

BEFORE WE INVEST MILLIONS IN
THIS IMPORTANT CAMPAIGN,
LET'S TAKE ABSOLUTELY NO TIME
WRITING A GENERIC CREATIVE BRIEF
COPIED AND PASTED FROM THE LAST ONE.



Introduction to Tender Documents

What is a tender document?

- A formal, structured request for proposals (RFP) from potential service providers.
- The first step in the procurement process for finding the right agency partner.

Why is it important?

- Sets the foundation for a transparent and effective selection process.
- Ensures all agencies have a clear understanding of your needs and expectations.

The purpose of this document

Clarity and fairness: ensures all respondents have a **clear understanding** of the project, allowing for **fair competition** based on merit and alignment with project goals.

Efficiency and alignment: streamlines the selection process by **pre-defining expectations**, leading to more relevant and aligned proposals

Legal and compliance: formalizes the procurement process, adhering to **international standards** and **legal requirements**, especially important in cross-border projects

Key Components of a Tender Document

Introduction

- Brief overview of your company and the purpose of the tender

Project background and Objectives

- Context about the project and what you aim to achieve.

Scope of services

- Detailed description of the services required

Submission Guidelines

- How and when to submit proposals, including formatting and content requirements

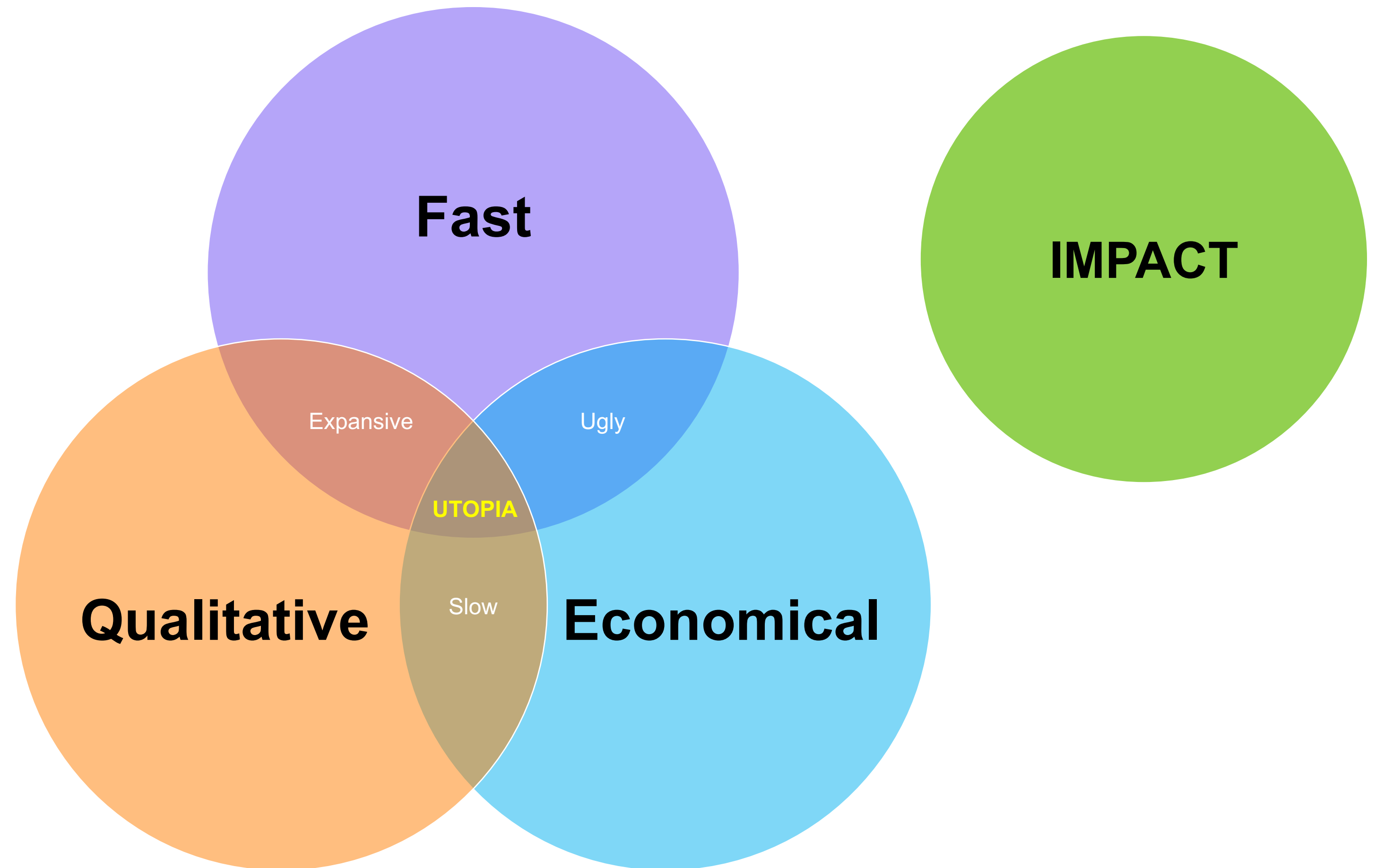
Evaluation Criteria

- Basis on which proposals will be evaluated

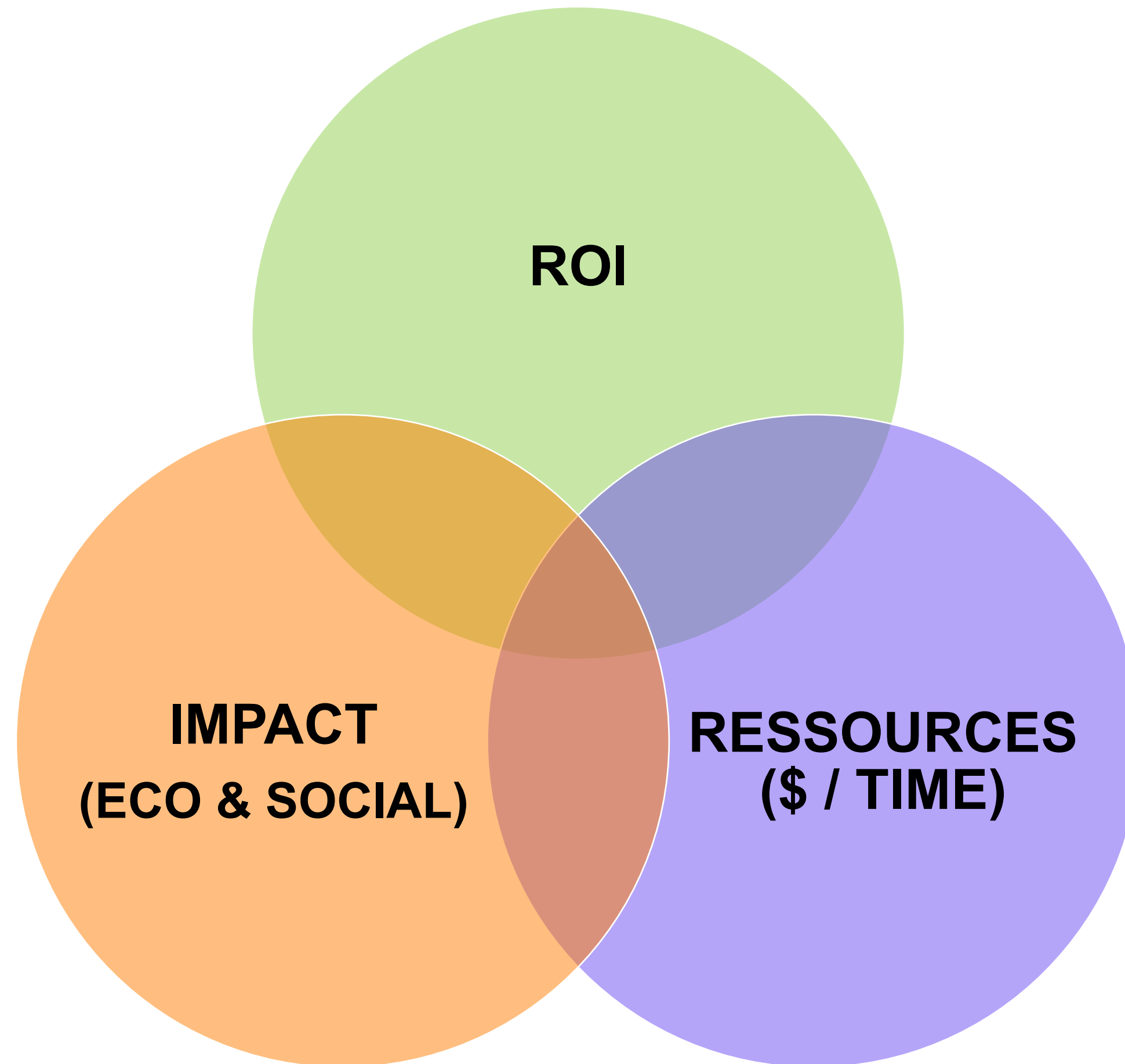
An impossible target?



An impossible target?



An impossible target?



10 QUESTIONS FOR YOUR BRIEF

1. PRODUCT / COMPANY INFO & BACKGROUND

The brief should begin with a **brief presentation of your company and your offer**. It should set the **context** and include brand elements, such as personality and philosophy etc.

Pricing and sales process should also be mentioned. Does the agency need to do its own research into the state of your industry, or do you have any useful information?

You can also share the results of previous campaigns.

10 QUESTIONS FOR YOUR BRIEF

2. COMPETITION

It's also important to present the **state of your competitors' offerings**.

What marketing are they doing, and what are they doing better than you? To be more concrete, show a few examples or links to their campaigns.

10 QUESTIONS FOR YOUR BRIEF

3. GOALS & (QUANTIFIED) OBJECTIVES: WHAT

The brief, the specifications around which the advertiser-agency relationship is built, must clearly state the issues defined by the advertiser.

What is the desired result? What do you clearly expect from the agency? What type of activities do you want to set up (new website, conference, etc.) and in what format?

Clearly defining the problem will have an influence on the quality of the consultation, and therefore on the work that follows.

10 QUESTIONS FOR YOUR BRIEF

4. WHY

Why do you your company does what it does? And why does you need this tender now?

What goals do you want to achieve (increase awareness, create a community on social networks, brand image, increase sales, collect data, etc.)?

10 QUESTIONS FOR YOUR BRIEF

5. WHO

You need to describe your audience: who do you want to reach? Customers or people in the business?

Say why you think they **need your products or services**, and what are the **barriers** to « purchase ». You can share your knowledge of your persona for instance.

10 QUESTIONS FOR YOUR BRIEF

6. WHEN

Does the activity have to be **launched at a certain time of year**? What is the **deadline**?
What is the **expected schedule**?

10 QUESTIONS FOR YOUR BRIEF

7. HOW

You need to define a **way of measuring the project's progress**. To do this, you need to have a **vision of the project's final outcome**.

Can your request be tested first? How will you measure progress?

10 QUESTIONS FOR YOUR BRIEF

8. « MOODBOARD » (I LIKE / I DON'T LIKE)

It's a good idea to **list the campaigns or brands you've enjoyed.**

Even if it's just one picture (competitor or other), this will give the agency an idea of your tastes and what you expect.

10 QUESTIONS FOR YOUR BRIEF

9. PREREQUISITES

It's essential to give an indication of what you want and the potential limits, especially in a international project.

It's also important to **comply with legal or local regulations.**

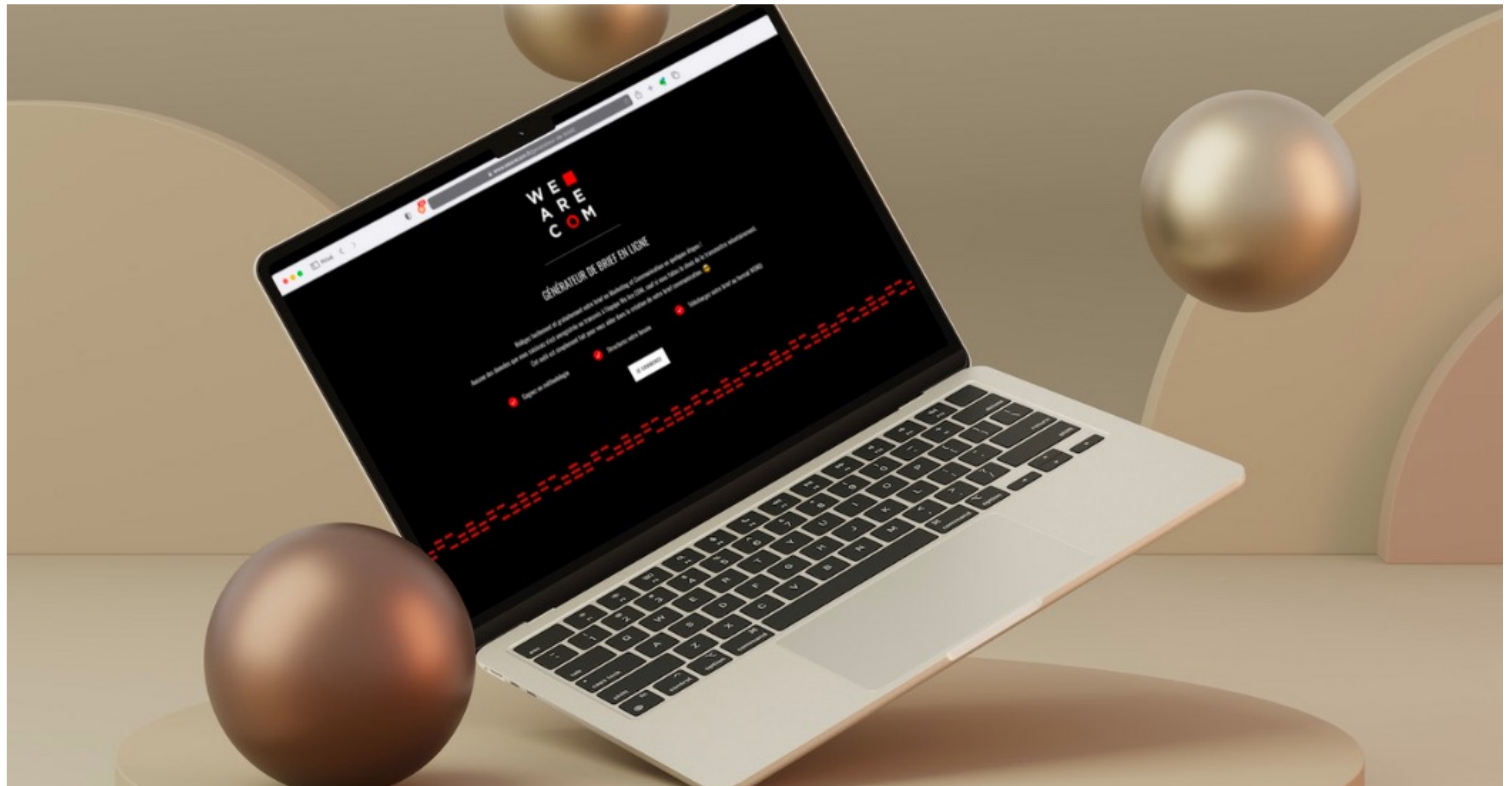
10 QUESTIONS FOR YOUR BRIEF

10. BUDGET

It's much easier to respond to a brief if the agency knows how much you want to spend on the project.

The estimate can be approximate, but you need **to give an order of magnitude so you don't end up with unrealistic proposals.**

The We Are COM brief generator



<https://www.wearecom.fr/generateur-de-brief/>

Finalizing & reviewing your document

Review for clarity and completeness: stress the importance of reviewing the tender document multiple times to ensure clarity and completeness. Ambiguities can lead to misunderstandings and misaligned proposals

Legal and compliance checks: recommend conducting a legal review of the document, especially considering the international scope, to ensure compliance with all relevant laws and regulations in your and the agencies' countries.

Feedback loop: if possible, consider a feedback loop where you can clarify doubts or questions from potential agencies before they submit their proposals. This can be a brief Q&A period after the document is issued but before proposals are due.

IDENTIFYING
& ENGAGING

POTENTIAL AGENCIES

Setting the stage for agency search

Understanding your needs: Before embarking on the search for agencies, it's crucial to have a clear understanding of your project's requirements, objectives, and the specific services you are seeking. This clarity will guide your search and help you identify agencies that align with your vision and goals

Developing criteria for agency selection: establish a set of criteria that potential agencies must meet. These might include specific expertise in a communication domain, experience in your industry, cultural insights into your target markets, creative prowess, and logistical capabilities for managing international projects

Researching Potential Agencies

Agencies referenced by the Purchasing department: more and more companies are setting up panels of service providers & agencies to meet the needs of their teams.

PROS	CONS
Benchmark is already done!	A lack of flexibility
Negotiated rates	Less emphasis on innovation
Trust (validation by purchasing processes) & engagement	More processes

Focus on: purchasing panels

Example: Rules for using purchasing panels in a banking company, in France

Depending on the panel, each entity has validated the objective of entrusting between 80 and 100% of its external budgets to listed companies.

Supplier quality monitoring

- A tracking participation in tenders and contracts won, to be submitted semi-annually/annually by suppliers.
- An annual meeting organized to review progress with each supplier. Entities will be informed and can participate.

The supplier will be evaluated according to the following criteria:

- **Number of contracts / number of enquiries**, compliance with negotiated pricing conditions, responsiveness to response to consultations
- Quality of **reporting** in relation to requirements
- Quality **monitoring** of entrusted services

Any service provider failing to meet our requirements may be removed from the panel.

Panel lifespan: **3 years maximum**

Conditions for removal from the panel: A legal dispute with an entity; a supplier consulted but never selected, or who does not respond to our requests for proposals; proven and repeated poor quality.

Management of new entrants: Entry of a new supplier for a supplier withdrawn from the panel

Researching Potential Agencies

Industry platforms & directories: Start by exploring **industry-specific platforms**, directories, and **award listings** to identify agencies that have been recognized for their work in advertising, social media, or press relations

STRATÉGIES

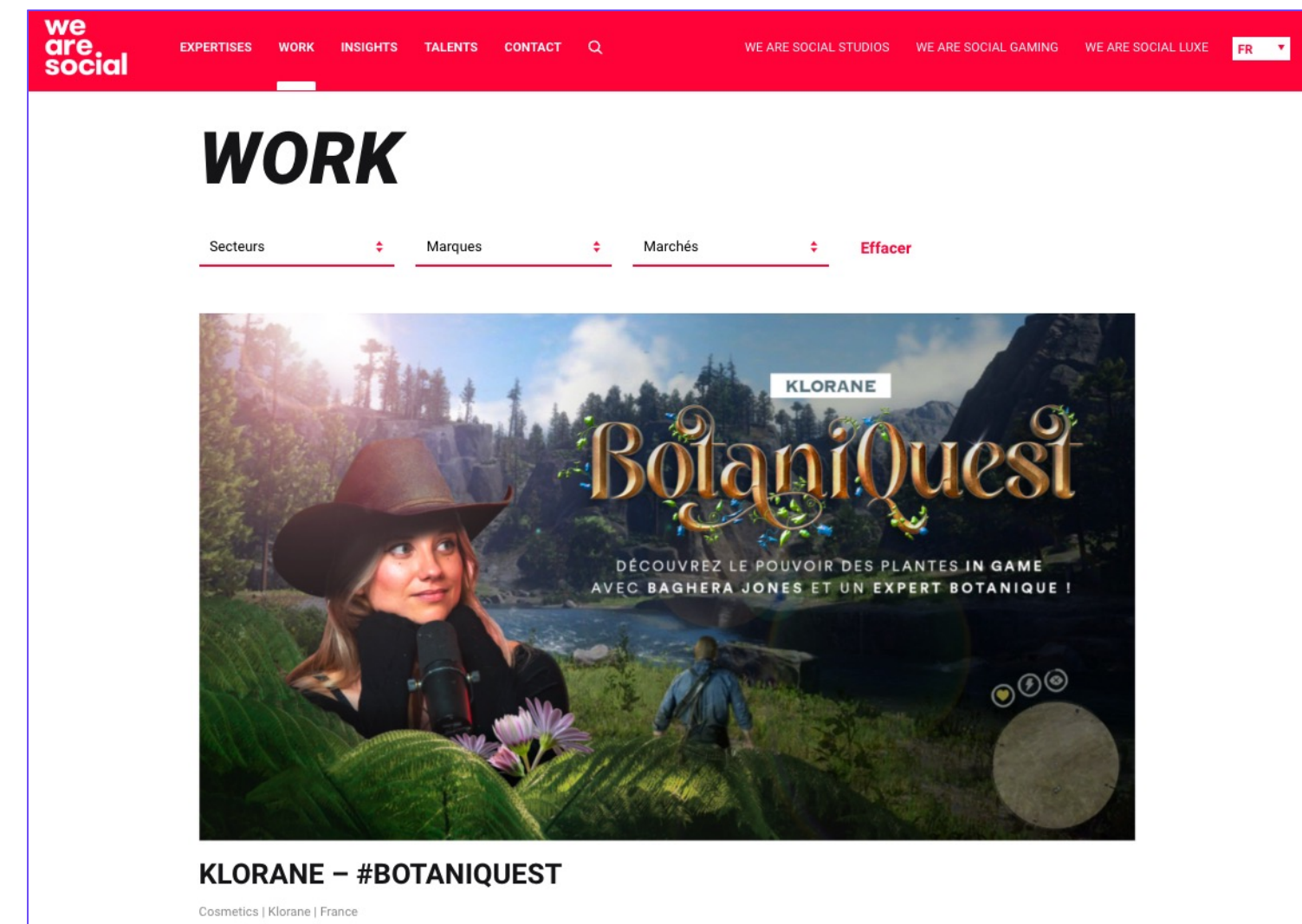
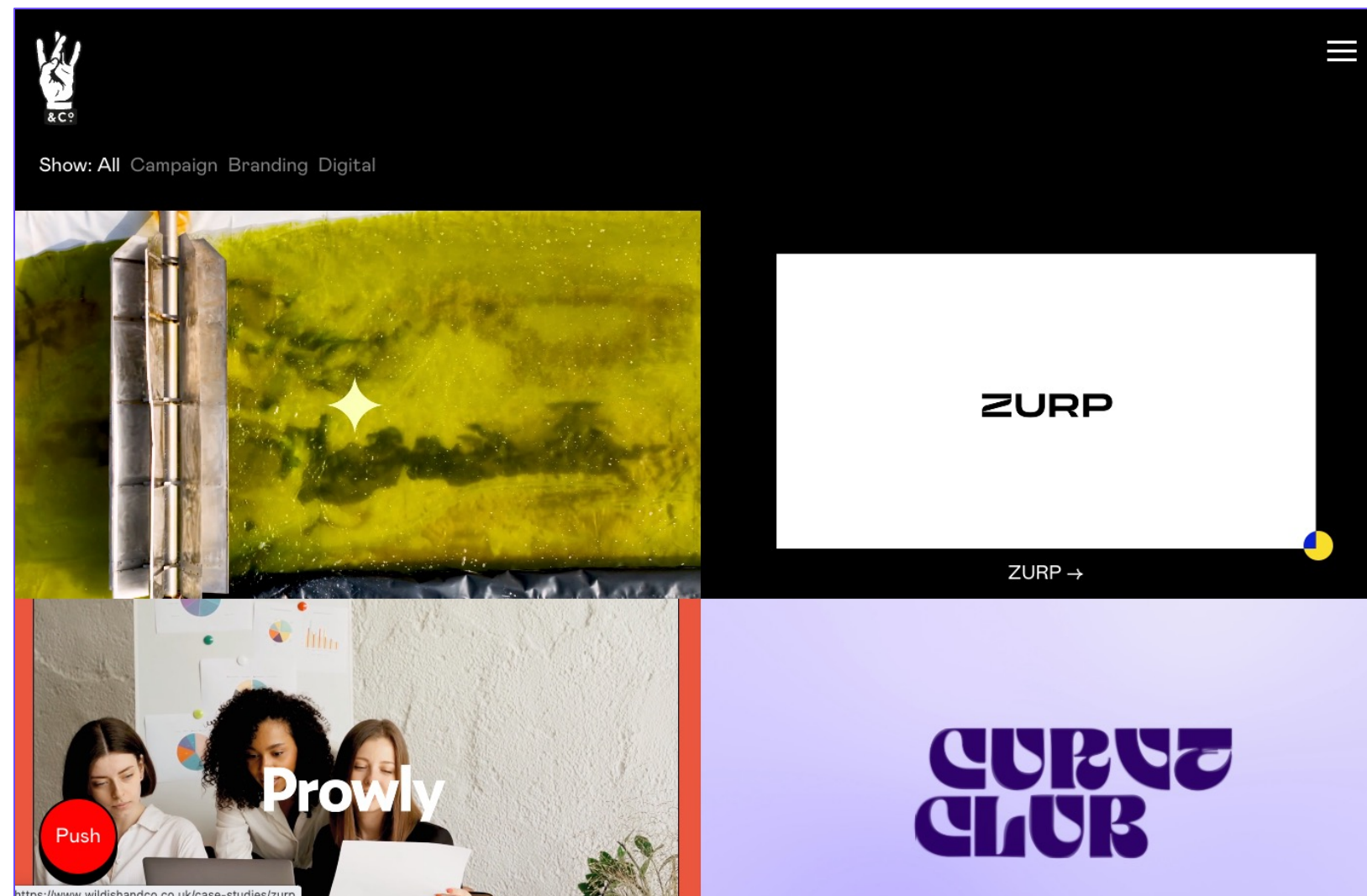


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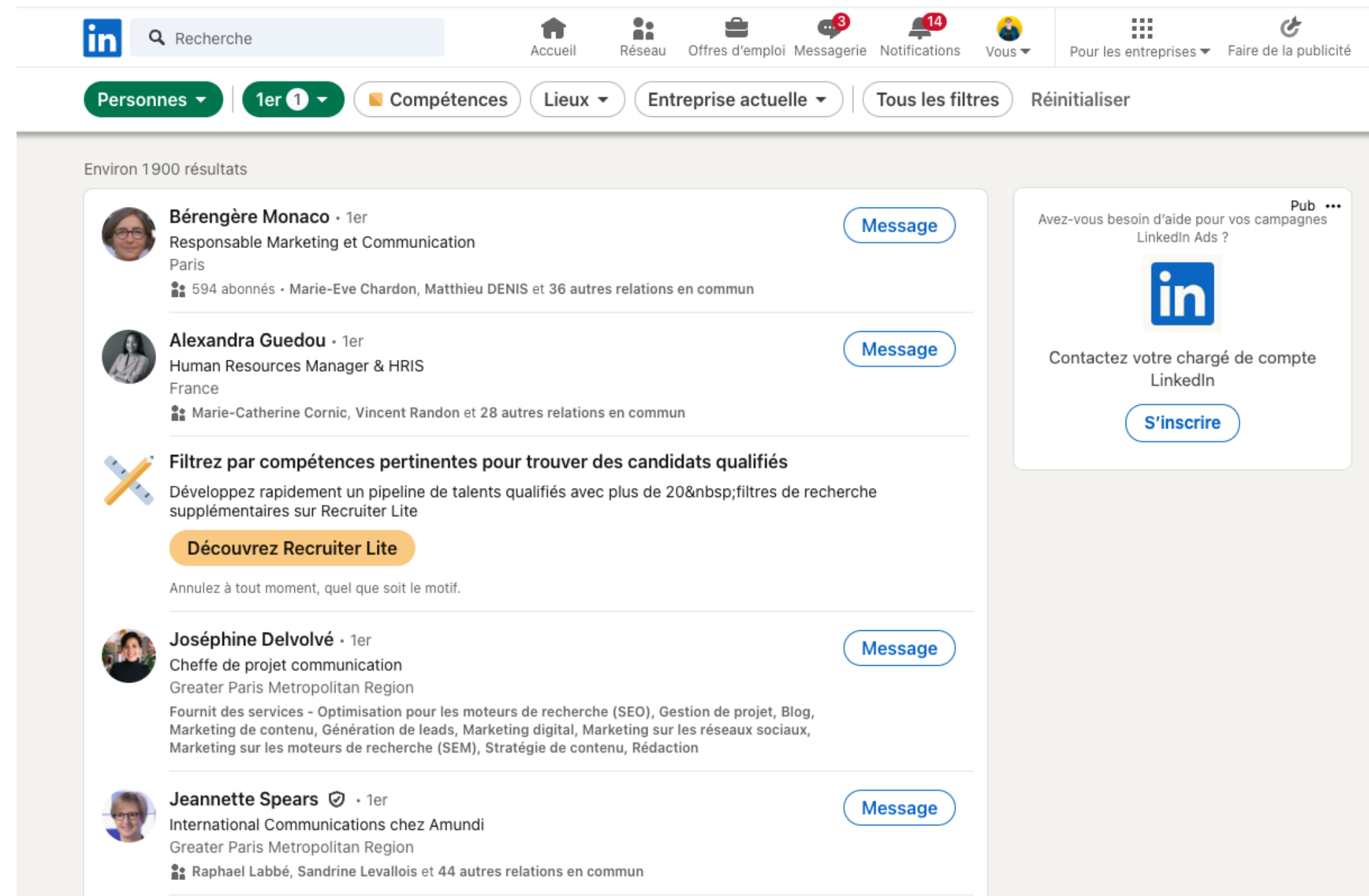
Researching Potential Agencies

Case studies & Portfolios: Look for detailed **case studies and portfolios on agency websites**. These resources provide insight into the agency's creative process, strategic thinking, and success stories, especially in projects similar to what you're aiming to accomplish



Researching Potential Agencies

Network recommendations: Leverage your professional **network for recommendations**. Colleagues in the industry may have direct experience with agencies or can point you towards hidden gems that have delivered exceptional results



Building a (long?) list of agencies

Selection criteria: Based on your research and initial engagements, develop a set of criteria to narrow down the agencies. These criteria might include creative strength, strategic approach, cultural insight, previous success in similar projects, and responsiveness

Creating the list: Compile a list of agencies that meet your criteria. This long list will be the basis for a more in-depth evaluation and engagement process, leading up to the submission of proposals

Focus on: your list of agencies

Example: Benchmark & criteria for a tender in employer branding

As part of a call for tenders for the creation of an international employer brand, 3 main criteria were sought:

- **HR expertise** (validated by business cases and awards),
- **digital communications expertise**
- **brand architecture expertise**

Two complementary criteria were also specified and could play a role in the choice:

- the **size** of the agency
- its **international presence**

Finally, 3 other elements were studied during the benchmark:

- the agency's **referencing with the purchasing department**,
- its **knowledge of the company**
- whether it already had reference customers in the company's sector (**competitors**).

Focus on: your list of agencies

3 agencies
questionned

12 agencies
short-listed

All agencies available

Focus on: your list of agencies

	General agencies					HR Agencies					Brand agencies	
	BETC	Havas Paris	Publicis Consultants	TBWA \ Corporate	TMP Worldwide	4people	Oko	ORC	We The Moon	Zcomme	Lowe Strateus	W&cie
Architecture brand	+++	+++	+++	+++	++	+	+	+	+	+	+++	+++
HR Expertise (and awards)	---	+	++	++	++	+++	++	+	+++	+++	--	+
Digital expertise	+++	+++	+++	+	+	+	+	+	+	+	+++	++
Agency size	700 people	300 people	250 people	100 people	35 people	80 people	30 people	35 people	30 people	20 people	100 people	140 people
International presence	Yes	Yes	Yes	Yes	Yes	Yes (via a network)	No	No	No	Yes (via a network)	Yes	Yes (via a network)
Current reference customer in the banking sector	No	Yes (XXX)	Yes (XXX)	Yes (XXX)	Yes (XXX)	Yes (XXX)	Yes (XXX)	Yes (XXX)	No	No	Yes (XXX)	Yes (XXX)
Group knowledge	Yes (XXX)	No	Yes	No	No	No	No	Yes (XX)	Yes (XXX)	Yes (XXX)	Yes (XXX)	Yes (XXX)
Group Purchasing referencing	Yes	Yes	No	No	No	No	No	No	No	No	Yes	Yes

Initial engagement strategies

First contact

Information
sharing

Questions &
clarifications

Meeting

EVALUATING PROPOSALS

& MAKING A SELECTION

Setting the stage for evaluation

Assemble the evaluation team: include members with diverse expertise related to the project's requirements

Clarify evaluation criteria: ensure all team members understand the criteria and their importance to align on what success looks like

Understand the process: walk through the evaluation process, timelines, and expected outcomes to ensure a smooth, fair, and transparent evaluation

Evaluation criteria - example

Concept (30% of final score)

The agency proposes a concept that meets the challenges, objectives and targets.

- Promotes the Group's employer offering
- Highlights the different facets of the Group (multi-business / brands, leadership, international, innovation...)
- Is adapted/adaptable to a variety of recruitment targets
- Can be adapted to different communication media
- Can be easily adapted by different Group entities
- Is rewarding for Group employees and conveys a positive message
- Can be coordinated with the customer communications of the Group's brands

Creativity and innovation (30% of final score)

The agency submits innovative, differentiating responses that modernize the Group's image.

Deployment plan and implementation (15% of final score)

The agency suggests an efficient way of organizing work, and a schedule consistent with our objectives.

Team (15% of final score)

The agency presents an operational team that inspires confidence.

Budget (10% of final score)

The agency makes a reasonable offer - or budget estimate - that offers good value for money.

Evaluation criteria Overview

Strategic Alignment: The agency's understanding and alignment with your communication objectives

Clarity of Vision: Assess how clearly the agency has understood and articulated your communication objectives. The best proposals will reflect back your goals with added strategic insight.

Depth of Research: Look for evidence that the agency has conducted thorough research not only into your company but also into your industry, competitors, and target audience. This research should inform their strategic recommendations.

Brand Consistency: The agency's strategy should demonstrate an understanding of your brand identity and how to communicate it effectively across different platforms and markets. Consistency in messaging and visual identity is key to reinforcing your brand.

Evaluation criteria Overview

Creative and Innovative Solutions: Unique and innovative ideas that stand out and align with your brand message.

Fresh ideas: look for proposals that offer fresh, original ideas rather than rehashed concepts. Innovation should be evident in their strategic approach, campaign themes, and execution methods.

Creative problem-solving: assess the agency's ability to use creative thinking to overcome challenges or limitations. This includes innovative use of technology, media, and storytelling to achieve goals within budgetary and logistical constraints.

Brand-focused creativity: ensure that the creative ideas presented are not only novel but also align with your brand identity and voice. Creative proposals should amplify your brand's unique attributes, not overshadow them.

Practical innovation: while creativity is key, the proposed solutions must be executable within your timeframes and budgets. Evaluate the feasibility of the creative strategies and whether the agency has a realistic plan to bring their ideas to life.

Evaluation criteria Overview

Cultural and Market Insight: The agency's understanding of cultural nuances and market-specific strategies.

Cultural sensitivity: look for evidence that the agency respects and deeply understands the cultural nuances of your target audience. This includes awareness of cultural taboos, preferences, traditions, and communication styles that can significantly affect campaign reception.

Localization strategies: evaluate the agency's approach to localization, not just translation. Effective localization reflects an understanding of local idioms, cultural references, humor, and societal values that resonate with the audience on a deeper level.

Consumer insights: assess how the agency plans to leverage consumer insights to drive engagement and conversion. This involves a nuanced understanding of the target audience's purchasing journey, media consumption habits, and factors influencing their decision-making.

Culturally informed creative concepts: creative ideas should be grounded in cultural and market understanding, showing how these insights fuel innovative and relevant marketing initiatives.

Evaluation criteria Overview

Cultural and Market Insight: The agency's understanding of cultural nuances and market-specific strategies.



Evaluation criteria Overview

Cultural and Market Insight: The agency's understanding of cultural nuances and market-specific strategies.



Evaluation criteria Overview

Experience and expertise: relevant experience and a proven track record in similar projects or industries

Success stories: request detailed case studies or success stories where the agency solved complex challenges or achieved significant milestones. These should include specific results, such as increased brand awareness, engagement rates, or return on investment (roi).

Sector specialization: assess whether the agency has specialized expertise in your industry. Agencies with a deep understanding of your sector can offer more nuanced strategies and are likely to be familiar with industry-specific challenges and opportunities.

Team composition: look into the qualifications and backgrounds of the team members who will be working on your project. Evaluate their individual expertise, experience, and how their skills complement each other to meet your project's needs.

Long-term partnerships: investigate the agency's history of client relationships. Long-term partnerships can indicate consistent performance and satisfaction, highlighting the agency's ability to adapt and grow with their clients' needs.

Evaluation criteria Overview

Cost-Effectiveness: Justification of budget and costs in relation to the value and results promised

Transparency: ensure the agency's proposal includes a clear, detailed breakdown of costs. This breakdown should cover all aspects of the project, from strategy development and creative execution to media buying and performance tracking.

Flexibility: assess the agency's willingness to adapt their fee structure to your budget and project requirements. This can include performance-based fees, phased payments based on milestones, or other arrangements that align incentives with outcomes.

ROI forecasting: look for proposals that include realistic, data-backed roi projections. Agencies should outline how they plan to measure ROI and the expected impact of their strategies on your key performance indicators (kpis).

Performance tracking: evaluate the agency's approach to tracking and reporting on performance metrics. Effective measurement and transparent reporting are crucial for assessing the cost-effectiveness of their strategies over time.

Evaluation criteria Overview

Team and resources: the strength, compatibility, and reliability of the agency's team and resources

Experience levels: evaluate the experience levels within the team, especially in roles critical to your project's success. Seasoned professionals can offer invaluable insights and stability, while emerging talents can bring fresh perspectives and energy.

Team stability: consider the agency's staff turnover rates. High turnover can signal potential project disruptions and knowledge loss. A stable team suggests a reliable and cohesive working environment, crucial for long-term projects.

Communication channels: the agency should have established, effective communication channels and protocols. This ensures that information flows smoothly, decisions are communicated promptly, and everyone stays aligned on project goals and progress.

Working style: the agency's working style should complement your organization's. For example, if your company values agile methodologies, the agency should be adept in agile practices.

Cultural fit: evaluate the agency's corporate culture and values for alignment with yours. A good cultural fit facilitates smoother interactions, mutual understanding, and a more enjoyable partnership.

The scoring system

Objective Assessment: Implement a scoring system or evaluation matrix for each criterion to maintain objectivity

Consistency: Ensure all proposals are evaluated based on the same set of criteria and scoring system to promote fairness

Documentation: Keep detailed records of scores and evaluations to support the decision-making process and provide feedback

Evaluation criteria - example

LOTS	Fonctionnalités	Pondération	Plateformes							
			Facebook	X	Tiktok	Youtube	Snapchat	Pinterest	Instagram	Linkedin
LOT 1 : Gérer le contenu dans une logique décentralisée	Attribuer une note de 1 à 5 (5 étant la meilleure et 1 la moins bonne)									
	Ajout de contenus à une bibliothèque (textes, images, vidéos)	5	3	3	3	3	0	1	1	3
	Accès à tout le contenu de la bibliothèque avec classement du contenu par type, par date, par mots clés ou tags	5	3	3	3	3	0	1	1	3
	Programmation des contenus pour animer nos communautés (système de calendrier)	5	5	5	5	5	0	1	1	5
	Publication de post, vidéos, tweets sur nos différents espaces sociaux	5	4	4	4	5	0	1	1	5
	Proposition d'un contenu à chaque admin des communautés en un clic	5	4	4	4	4	0	1	1	4
	Accès aux statistiques des réseaux sociaux afin d'optimiser nos actions	4	5	4	3	3	0	0	0	4
	Gestion des campagnes Social Ads (Création/Modification/Suivi) sur Facebook, Twitter, LinkedIn, Youtube	2	0	0	0	0	0	0	0	0
	Créer des applications Facebook en drag and drop avec récupération de BDD	4	0	0	0	0	0	0	0	0
TOTAL		35	3,285714286	3,17142857	3,05714286	3,2	0	0,71428571	0,71428571	3,31428571
LOT 2 : Optimiser et suivre les échanges avec les clients afin d'améliorer la satisfaction	Attribuer une note de 1 à 5 (5 étant la meilleure et 1 la moins bonne)									
	Accès aux posts, commentaires et toutes interactions de notre communauté sur les réseaux sociaux	4	5	5	5	5	0	0	5	5
	Retrouver des référentiels de réponse grâce à la recherche par mots clés	2	3	3	3	3	0	0	3	3
	Système d'alerte prévenant le ou les superviseurs d'un commentaire posté sur nos pages	3	5	5	5	5	0	0	5	5
	Possibilité d'assigner une action à une personne pour le traitement d'un « cas client »	3	5	5	5	5	0	0	5	5
	Possibilité de répondre immédiatement aux commentaires via la plateforme	3	5	5	5	5	0	0	5	5
	Historisation des conversations et rechercher par nom, date, plateforme...	3	0	0	0	0	0	0	0	0
	Identification des influenceurs	2	3	3	3	3	0	0	3	3
	Possibilité de taguer les échanges/conversations avec des mots clés	2	3	3	3	3	0	0	3	3
	Assigner une tonalité à une conversation	1	5	5	5	5	0	0	5	5
	Suivre le temps de réponse au global, par communauté, par personne	2	5	5	5	5	0	0	5	5
	Pouvoir définir les rôles de chacun par communauté (écriture, modification, suppression, proposition de brouillon	4	5	5	5	5	0	0	5	5
	Attribuer une liste de mots clés aux entités/personnes concernées pour gérer des problématiques précises	2	5	5	5	5	0	0	5	5
TOTAL		31	4,129032258	4,12903226	4,12903226	4,12903226	0	0	4,12903226	4,12903226
LOT 3 : Générer des contacts commerciaux	Attribuer une note de 1 à 5 (5 étant la meilleure et 1 la moins bonne)									
	Identification des influenceurs/détracteurs sur nos espaces sociaux	4	4	4	4	4	0	0	4	4
	Récupérer des informations clients via des applications Facebook	3	0	0	0	0	0	0	0	0
	Détecter des moments de vie pour que nos conseillers puissent reprendre contact (naissance d'un enfant, divorce, mariage, changement de travail...)	1	5	5	5	5	0	0	5	5
	Suivi des activations taux de clics, génération de trafic en agence, prise de RDV	2	0	0	0	0	0	0	0	0
TOTAL		10	2,1	2,1	2,1	2,1	0	0	2,1	2,1
RESULTAT		76	5,385714286	9,40046083	9,28617512	9,42903226	0	0,71428571	2,81428571	5,41428571

Providing feedbacks!

Offer constructive feedback to **both the selected agency and those not chosen.**

For those not selected, feedback can be invaluable for future tenders and **demonstrates your commitment to a fair and transparent process.**

SAVE THE DATE

AGENDA

SAVE THE DATE

Tuesday, April 2 at 9:00 a.m.

Videoconference

**Best practices
workshop**

**Influence, ranking... How
to boost your employer
brand?**

with Decathlon, Mazars & Engie Solutions





WE ARE COM TRAINING COURSES

Eligible
OPCO &
HR budget

The experts on the We Are COM team will join you for a training session combining methodological content, benchmarking, testimonials and hands-on practice.

Location: On-site - Paris.

Also available as a videoconference

Price: preferential rate for members (-15%)

New in 2024

New 2-day formats to explore themes in greater depth: AI, social media, etc.

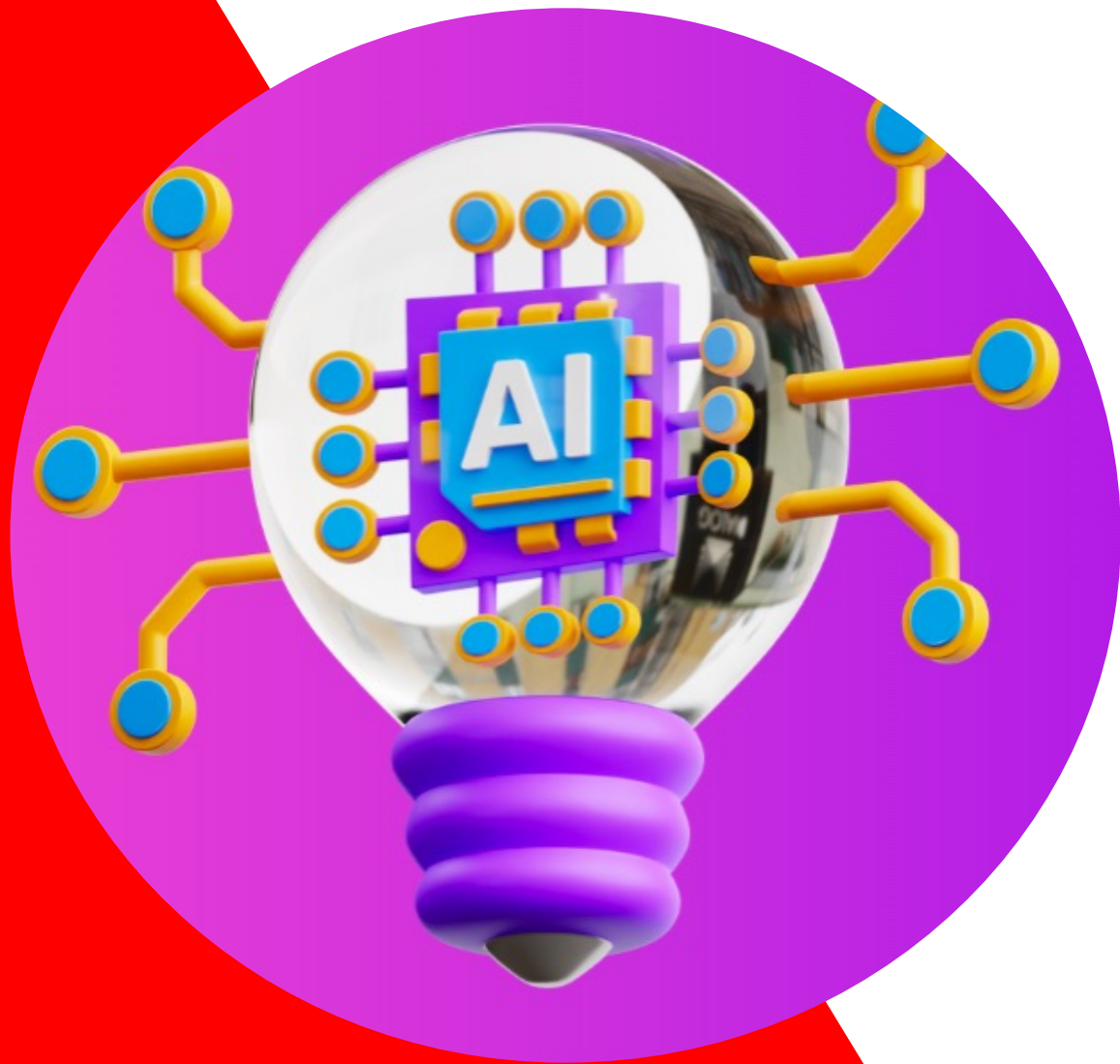
Ever more interactive sessions: Crisis Com', COM' Plan

Case studies from communicators: PR, internal communications

Themes

1. Communication plan
2. Writing for the web
3. Internal communication
4. Employer Brand
5. Press relations & influence
6. Crisis communication
7. Social media
8. Digital advertising
9. Responsible communication
10. Artificial intelligence

Training courses are also available on an in-company basis



ARTIFICIAL INTELLIGENCE

Tuesday, April 23rd
In person (Paris) & visio

Harness the power of AI for your communications

Introduction: The artificial intelligence revolution

1. Thinking and producing content with AI
2. Generate visuals and videos with AI
3. Make AI part of your everyday life

Training

Thanks