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Request for proposals

Leadership Development Journeys

EIT Food – Making Food Innovation Happen

Knowledge & Innovation Center on Food,
part of the European Institute of Innovation and Technology (EIT)

March 28th 2025

<http://www.eitfood.eu>

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1. Overview of EIT Food

EIT Food is Europe's leading food innovation initiative, working to make the food system more sustainable, healthy and trusted.

The initiative is made up of a consortium of key industry players, startups, research centres and universities from across Europe. It is one of eight Innovation Communities established by the European Institute for Innovation & Technology (EIT), an independent EU body set up in 2008 to drive innovation and entrepreneurship across Europe.

EIT Food aims to collaborate closely with consumers to develop new knowledge and technology-based products and services that will ultimately deliver a healthier and more sustainable lifestyle for all European citizens.

For more information about our company please visit the following website: www.eitfood.eu.

2. Scope of work

This request for proposal outlines the development and roll-out of two interconnected leadership development programs tailored for two distinct groups of leaders, **running over a period of 6 months as of May 2025**.

- **Group 1: Inspirational Leadership** (Executive Management Team and Directors – 21 participants)
- **Group 2: Leadership Foundations** (Heads and First-Time Managers – 24 participants)

The two programs are designed **to enhance leadership capabilities, drive organisational transformation and create a shared leadership culture across EIT Food**.

They are organised as **hybrid and modular learning journeys** consisting of

- **core modules**
- **stand-alone modules**

Both programs incorporate EIT Food's **seven Leadership Principles**: Entrepreneurship, Curiosity, Clarity, Cooperation, Accountability, Trust and Empathy.



They also build on the four **EIT Food Values** that shape leaders' behaviours:

Creative – Cooperative – Inclusive – Constructive

EIT Food IVZW is looking to sign a Service Agreement with a single firm capable of providing the full set of services as outlined in this document to EIT Food.

The selected providers will:

- Design and deliver all the hybrid, modular leadership programs for the two groups
- Ensure alignment with EIT Food's 7 Leadership Principles
- Deliver a highly interactive learning experience with applied learning opportunities
- Include mechanisms to measure learning impact and behavioural change
- Demonstrate understanding of EIT Food's strengths and challenges

Each Leadership Development Journey consists of:

- 5 core modules
- 2 stand-alone modules specifically designed for the Group concerned
- 3 stand-alone modules, which can be attended by participants from both groups

In annex 1 and 2 we provide more detailed content of both Leadership Development Journeys and the respective core and stand-alone modules that should be included in the service provider's proposal.

3. Proposal Process

3.1. Submission of proposal

	Date
Sending out RFP invitations to the potential suppliers	31/03/2025
Deadline for requesting clarification from EIT Food	14/04/2025
Deadline for submitting proposals	21/04/2025
Intended date of notification of award	23/04/2025
Intended date of contract signature	28/04/2025

Proposals may be submitted in MS Word or PowerPoint or as PDF.

They must be emailed in English to the following address by the deadline of 17:00 CET, on Monday April 21st 2025 be emailed in English to the following address:

Contact name: Dr. Maarten van der Kamp

E-mail: education@eitfood.eu

The proposal shall contain:

- **The technical response to the service requested as detailed in point 2 Scope of Work:**
 - approach and methodology
 - learning design principles and structure
 - specific learning outcomes and assessment strategies
 - tools for measuring success
- **The financial offer** - In order for EIT Food to make a financial comparison, we are requesting that you describe how your services are priced, including all aspects of it (e.g. travel) as well as the payment terms. The Financial offer shall be expressed in Euros, VAT shall be indicated separately.
- **Team outline & credentials** - Outline the team who would provide the service for EIT Food. Your team outline should include the following:
 - An overview of the people who would support EIT Food and the rationale for the team
 - High level experience summary of your team members
 - Designated point of contact
 - Credentials of similar leadership development programs

Responses should be concise and clear. The tenderer's proposal will be incorporated into any contract that results from this procedure. Tenderers are, therefore, cautioned not to make claims or statements that they are not prepared to commit to contractually. Subsequent modifications and counterproposals, if applicable, shall also become an integral part of any resulting contract.

The tenderer confirms that the individual submitting the natural or legal entity's proposal is duly authorized to bind its entity to the proposal as submitted. The tenderer also confirms that it has read the instructions to tenderers and has the experience, skills and resources to perform, according to conditions set forth in this proposal and the tenderers' proposal.

3.2. Requests for additional information or clarification

In case the tenderers require additional information or clarifications, these should be addressed to the person indicated below. All communication between EIT Food and tenderers is only possible in writing, all requests will be done and answered by e-mail only. All questions should be sent prior to deadline for requesting clarification as specified in Section 3.1.

Contact name: Dr. Maarten van der Kamp

E-mail: education@eitfood.eu

3.3. Costs for preparing proposals

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

3.4. Negotiation about the submitted proposal

After checking the administrative compliance of the tenderers, EIT Food reserves the right to negotiate the contract terms with the tenderers. In this negotiation EIT Food may ask all tenderers to adjust the proposal or specific sections of the proposal within an appropriate time limit. In case of negotiation, EIT Food shall provide further information about the proceedings and timing.

3.5. Evaluation of proposals

The quality of each proposal will be evaluated in accordance with the below mentioned award criteria. The award criteria will be examined in accordance with the requested service indicated in Section 2 of the document.

Criteria	Description	%
Experience and expertise of proposed facilitators	Rationale for selecting your core team, account manager profile alignment to EIT Food's needs. Provide 2 credentials of leadership development programs in a similar context.	30
Methodology and approach	Capacity to provide the service, covering its scope, the approach and methodology to filling the content of the different modules and partnering with EIT Food, outline of the different steps, actions etc,	40
Financial offer	Detailed pricing structure, payment terms, legal requirements	30
Total Maximum Score		100

The results of the award procedure will be communicated in writing (via e-mail) to the successful and unsuccessful tenderers.

3.6. Ethics clauses / Corruptive practices

EIT Food reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the Contract, EIT Food may refrain from concluding the Contract.

The supplier shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests'). The supplier should immediately inform EIT Food if there is any change in the above circumstances at any stage during the implementation of the tasks.

3.7. Annexes

Annex 1: Leadership Development Journey Group 1 – Inspirational Leadership

Annex 2: Leadership Development Journey Group 2 – Leadership Foundations

ANNEX 1: LEADERSHIP DEVELOPMENT JOURNEY GROUP 1 – INSPIRATIONAL LEADERSHIP

This group is composed of the Executive Management Team and Directors which in total has 21 participants. The group is divided into 2 sub-groups: 1A and 1B.

The leadership development journey consists of:

- 5 core modules (*green boxes in below picture*)
 - o 1 online kick-off (2 hrs)
 - o 1 in-person workshop (2 days)
 - o 2 follow-up online sessions (3 hrs each)
 - o 1 in-person workshop (2 days)
- 2 online stand-alone modules (3 hrs each) dedicated to specific leadership topics exclusively designed for members of Group 1 (*blue boxes in below picture*)
- 3 online stand-alone modules (3 hrs each) that can also be attended by members of Group 2

A. Content of the modules



The key learning objectives of this journey are:

- Develop an entrepreneurial mindset to drive innovation
- Strengthen the ability to drive organisational transformation
- Lead change initiatives effectively
- Enhance strategic communication and decision-making
- Build a culture of trust, collaboration and inclusion

B. Dates

The dates of the kick-off session and the 2 in-person workshops have already been scheduled and cannot be changed by the service provider. The on-line sessions can be flexible but should follow the sequence of the journey.

Module	Group	Date	Time
Kick-Off meeting	1A – 1B	May 7, 2025	3-5 pm CET
In-Person Workshop 1	1B	May 27-28, 2025	All day
In-Person Workshop 1	1A	Jun 4-5, 2025	All day
In-Person Workshop 2	1B	Sep 29-30, 2025	All day
In-Person Workshop 2	1A	Oct 21-22, 2025	All day

ANNEX 2: LEADERSHIP DEVELOPMENT JOURNEY GROUP 2 –LEADERSHIP FOUNDATIONS

This group is composed of the Heads and First-Time Managers which in total has 24 participants. The group is divided into 2 sub-groups: 2A and 2B.

The leadership development journey consists of:

- 5 core modules (*green boxes in below picture*)
 - o 1 online kick-off (2 hrs)
 - o 1 in-person workshop (2 days)
 - o 2 follow-up online sessions (3 hrs each)
 - o 1 in-person workshop (2 days)
- 2 online stand-alone modules (3 hrs each) dedicated to specific leadership topics exclusively designed for members of Group 1 (*blue boxes in below picture*)
- 3 online stand-alone modules (3 hrs each) that can also be attended by members of Group 1

A. Content of the modules



The key learning objectives of this journey are:

- Develop foundational leadership competencies
- Strengthen team management and collaboration skills
- Lead cross-functional initiatives and manage priorities
- Foster emotional intelligence and cultural awareness
- Build professional networks and influence stakeholders

B. Dates

The dates of the kick-off session and the 2 in-person workshops have already been scheduled and cannot be changed by the service provider. The on-line sessions can be flexible but should follow the sequence of the journey.

Module	Group	Date	Time
Kick-Off meeting	2B	Apr 25, 2025	1-3 pm CET
Kick-Off meeting	2A	May 7, 2025	1-3 pm CET
In-Person Workshop 1	2B	May 20-21, 2025	All day
In-Person Workshop 1	2A	May 27-28, 2025	All day
In-Person Workshop 2	2B	Sep 30-Oct 1, 2025	All day
In-Person Workshop 2	2A	Oct 22-23, 2025	All day