



BRIEFING FOR AGENCY TENDERS

PROMOTIONAL CAMPAIGN FOR THE WHITE PORK SECTOR IN

JAPAN

1. Introduction

ICEX España Exportación e Inversiones, E.P.E., M.P. (hereinafter, ICEX) (www.icex.es) is launching a tender through the Economic and Commercial Office, Embassy of Spain in Tokyo (hereinafter, Commercial Office) for an agency to organize the promotional campaign for Spanish white pork meat and products in Japan.

2. Information about the sector and the market

Spain is currently the fourth largest pork producer and the third largest exporter worldwide, exporting to over 130 countries, of which Japan is a key destination.

Japan has a population of 127 million inhabitants with a high purchasing power. It is the third largest economy in the world in terms of GDP, and has a sophisticated distribution network.

Its consumers are extremely discerning and place great emphasis on the quality, food safety, health properties and presentation of the products. Agri-food products are subject to very stringent regulations.

According to the available data, Japan is the world's second largest import market for pork, after only China. It is also Spain's second largest export market outside the European Community. In 2017, Japan imported over 1,230,000 tons of pork meat and pork products.

Although meat imports account for a substantial proportion (75% of the total), packaged meat products are also very important (20%), representing an excellent opportunity to increase the exports of Spanish products with greater added value.

In 2017, the Spanish pork sector exported a total of 117,627 tons to Japan (9.56% of the total imported by this market) for a value of almost 440 million euros (9.2% of the total value of Japanese imports of pork meat and packaged products). This makes Spain the fourth largest supplier of pork meat to Japan, behind the US, Canada and Denmark, and followed by Mexico and Chile (these last two countries have free trade agreements with Japan). Between 2010 and 2017, Spanish exports to Japan increased in volume by 488%, faster than any other country. The average export price in 2017 was around 3.74 euros/kg, one of the highest among Spanish pork exports. Based on the progress at the end of November, the sector's exports to Japan in 2018 are estimated at around 124,900 tons and 443.75 million euros, pointing to a substantial rise in Spanish exports to Japan

between 2017 and 2018 and making it the third largest supplier of pork meat and pork products to the country behind only the US and Canada.

The export of meat and meat products to Japan requires a bilateral protocol between Japan and the exporting country. Spain currently has authorization for exports from 343 pork meat and pork product establishments.

The signing of the EU-Japan Economic Partnership Agreement, due to come into effect in 2019, will eliminate or gradually reduce the tariffs affecting the pork sector, so European products will become more competitive.

All of the above is evidence of the outstanding objective significance of the Japanese market for the Spanish pork sector, not only due to the enormous size of the market, but also to its extremely high purchasing power and to the increasing consolidation of the Spanish pork sector in this market.

However, unlike its American and Canadian competitors, Spanish white pork meat does not have an established image among Japanese consumers. This is because a large part of our product is aimed at the industrial sector or the Horeca channel, where although Spanish pork enjoys a positive image among professionals, it is not generally mentioned that the product is Spanish. The aim of the sector plan proposal is to reinforce the trust in the quality of Spanish pork meat and pork products among Japanese professionals, improve the knowledge of the Spanish pork sector, and increase its visibility among the general public.

Evidently, these goals cannot be achieved in one year alone. Spanish companies are firmly committed to the Japanese market and the budget for this campaign is expected to rise in future years in order to ensure continuity for the actions under way and to incorporate new ones.

3. Objectives of the campaign

The main objective of the campaign is to promote white pork meat and pork products in Japan by raising their profile among professionals and the Japanese public, for the purpose of increasing exports.

4. Target groups and messages for the campaign

This campaign seeks to impact the following stakeholders:

- The end consumer, with actions that increase their knowledge of white pork meat and pork products.
- Professionals in the sector: Importers and distributors of imported products, and the Horeca(hotel restaurants) and retail channel.
- Opinion leaders: printed press, bloggers and television.

The actions targeting these last two groups are designed not only to raise the profile of the Spanish Pork brand, but also to make the professionals in the meat and Food Service sector aware of Spanish companies' firm commitment to the Japanese market, and to ensure that their trust in Spanish products is supported by marketing campaigns.

The majority of the actions should be aimed at the Food Service, as the destination of most Spanish exports is companies, where they are subsequently processed, or the Food Service.

Target messages

The idea is to convey the following messages about Spanish white pork meat to the professionals and end consumers, as these aspects are the most highly valued by Japanese consumers:

- Taste
- A healthy product (free from hormones, which distinguishes Spanish pork from the Canadian and American product, its main competitors)
- Food safety from the farm to the table
- Reliability/ trust
- Competitive price
- Nutrition/Mediterranean diet
- Culinary versatility
- Tradition
- Other attributes the agencies consider key for the Japanese consumer.

5. Image of the campaign

The campaign will be developed under the umbrella of the "Spanish Pork" brand, whose brand and logo are registered trademarks, with the addition of their equivalent in Japanese.

The campaign will feature the Spanish Pork logo, with "Spanish pork" added in Japanese, which must be used from the start of the promotional campaign.

The logos will be supplied by ICEX.

6. Actions to be developed in the promotional campaign

The campaign will run for 12 months from the time the contract is signed with the agency selected.

6.1. Creation and maintenance of a website in Japanese and presence on Japanese social networks

The aim is to offer Japanese professionals and consumers information on the offer, the quality and the food safety of Spanish pork meat and packaged pork products, and the versatility of their use.

The website must be adapted to mobile devices and will be used to disseminate all the events in the promotional campaign.

Please consider these websites as a model: www.interporc.com, and www.interporcspain.org.

The budget must include the translation into Japanese of the materials currently available in Spanish (including audiovisual material) and the production of new materials.

The Japanese website should not be merely limited to the translation of these materials; the content must be adapted where necessary to accommodate the customs, interests and expectations of the Japanese consumer.

Although the website will be managed by the agency, the website itself and its contents will belong to ICEX, as will be duly specified in the contract signed for this purpose.

The campaign must also consider the presence of the SPANISH PORK brand on Japanese social networks (Facebook, Twitter, Instagram...).

6.2. Public relations

Organization of activities to ensure the maximum repercussion of the actions carried out during the promotional campaign with all the communications media and opinion leaders.

6.3. Advertising:

Advertising inserts in the most suitable channels: TV, press, radio, advertising on public transport, etc.

6.4. Promotion of Spanish pork meat in Japanese restaurant chains

The aim is to encourage professionals to use Spanish pork meat and incentivize its consumption among the general public.

To achieve this, Spanish white pork meat must be identified as such on menus or advertising in Japanese restaurant chains with substantial penetration in the market, using the Spanish Pork logo.

6.5. Sales promotions at shops:

Promotion with tasting at points of sales in supermarket chains with penetration in the market such as 7-Eleven, Family Mart and Ito Yokado, and any others suggested by the agency.

Labels and identifiers of ready meals (bento) containing Spanish pork must include the Spanish Pork logo.

This action will take place in the second half of 2019 using the Spanish Pork logo or brand.

The budget assigned to this action must include the costs of all the materials created for the campaign, and the expenses deriving from the recruitment of the staff required to carry out the promotional action.

6.6. Events aimed at the Food Service:

Organization of actions aimed at the Horeca channel for training Food Service professionals in issues relating to the quality and versatility of Spanish white pork meat.

Masterclasses will be arranged with Spanish chefs, and seminars on Spanish pork.

ICEX will nominate possible experts in the sector to impart the training, but all the costs of the activity, including travel to Japan, if required, must be included in detail in the budget.

6.7. Reverse missions to Spain by sector professionals and press:

The aim is to encourage the knowledge of Spanish culture and its relation with pork, the versatility of the dishes and Spanish gastronomy, and the excellence of Spanish products.

This activity will include visits to companies and tastings, complemented with the offer of Spain's tourist/gastronomic resources.

The journalists must agree in advance to write at least one article about their experience in Spain with the Spanish pork sector.

The budget submitted must include all the expenses deriving from this activity (travel from the destination, internal travel, room and board, etc.) for the delegates and the staff from the Commercial Office who accompany the mission.

Note: the expenses of the staff from the Commercial Office will be paid directly to the office itself, not through the agency. These expenses will therefore need to be subtracted from the total budget for the sector plan.

6.8. Training actions on the Japanese market for Spanish companies:

Informative courses about the Japanese market for pork meat and pork products will be organized in Spain for Spanish exporters. The aim will be to familiarize Spanish companies with the reality of the Japanese market, the distribution channels, consumer profile, most commonly used cuts and other aspects that should be taken into account when exporting to the Japanese market.

The content of the courses will be prepared by the agency under the supervision of the Commercial Office.

The budget submitted must include all the expenses deriving from this activity (travel from the destination, internal travel, room and board, etc.) for the people required to carry out the activities.

7. Budget for the promotional campaign

The maximum budget available for the campaign, and which will be used to prepare the proposals for the actions to be developed, is 37,650,000 yen; this includes the agency fees (including expenses and applicable taxes), which **cannot exceed 6,500,000 yen**.

It should be noted that the invoices submitted to the Commercial Office are exempt from the 8% tax in Japan that is applicable to this type of actions.

The budget submitted by the agency must include all the expenses associated with the campaign proposal, including both the activities and the materials or people required to carry them out.

Under no circumstances can the budget exceed the aforementioned amount (37,650,000 yen). If it is necessary to organize any activity other than those included in the contract, the parties must agree on a new contract for this activity.

A payment schedule will be agreed. However, the payments will be made after the completion of each of the activities described, on the delivery of partial reports with graphic support. A final report will also be required, containing material and photographs of all the activities performed.

8. Place where the service is provided

The service will be provided in the places where the campaign actions take place and in any other places considered necessary.

9. Agency requirements

- Candidates must have a minimum of three years' experience in organizing promotional campaigns for food products. This circumstance must be accredited by means of a detailed dossier.
- The agency must have other employees in addition to the team working on this project.
- Its turnover, in the best of the three previous years, must be equal to or over 56,475,000 yen. Information on the annual accounts must be included in the economic offer to accredit this fact.
- The successful candidate must be able to implement and organize the activities mentioned in an effective and efficient way using techniques to maximize their impact.
- The successful candidate must guarantee that none of their current or future clients will incur in any conflict of interest with this campaign while it remains in effect.
- The agency's communications with the Commercial Office must be conducted in English and Japanese.
- TEAM: The team assigned to the project must be listed in the proposal, along with an indication of each person's role. It is considered that the basic team must comprise at least two professionals and have a proven capacity to speak and write English.
- Project manager: Must have at least five years' work experience and at least three years' experience in promoting agri-food products in Japan in the last five years. He or she must be able to write and speak at least English (fluent) and Japanese (native).
- Manager (junior): 100% dedication to the project with at least two years' experience in promoting agri-food products (in the last five years). He or she must be able to write and speak at least English and Japanese (native).
- All members of the team must be available to hold meetings at least once a week in the Economic and Commercial Office, Embassy of Spain in Tokyo.
- Any change in the key personnel assigned to the start of this campaign could affect its development and hence the possible renewal of the contract in the following years.

10. Content of the proposal

The action proposals for the campaign must include:

1. Presentation of the agency, with particular mention of the technical team participating in the campaign and the projects associated with the activity that is the object of the contract (including amounts, dates and beneficiaries) that have been carried out in the last three years.
2. Description of all the promotional activities for the campaign in line with the targets, strategy and instruments given. The agency must also offer solutions to provide promotional and informative material for activities in seminars and attendance at trade fairs.

3. Each activity presented must be accompanied by the corresponding breakdown of costs and an action timeline with sufficient level of detail for each action to be developed.

11. Selection criteria

The bids will be assessed and the contract awarded based on the following scale:

1. Assessment of the proposal for promotional activities: 45%
 2. Assessment of the economic proposal: 35%
 3. Assessment of the agency's technical team: 20%
1. Assessment of the plan of activities and the proposed strategy: alignment with the set targets.
 - 25% of the score will be awarded for the overall assessment (innovation, alignment with the campaign objectives, etc) of the activities in the promotional campaign within the maximum budget assigned.
 - 10% of the score will be awarded after assessing aspects relating to public relations, advertising, and website and social media activities.
 - 10% of the score will be awarded for promotional activities in restaurants and points of sale as indicated in the briefing, with the following breakdown:
 - 5% - To bids that offer a greater presence in a chain with the largest number of establishments, and proportionally to the rest. The proposal must indicate both the total number of establishments, and how many will feature the promotion, if not all of them.
 - 5% - For the bid that offers a longer duration of the promotion, and proportionally to the rest.
 2. Cost of the proposed activities (economic proposal): This section takes into account the mathematical ratio between each agency's fee expenses and the total budget, assigning the maximum score (35%) to the one with the lowest rate and proportional scores to the rest.

The agency must break down their costs into fees and internal and external costs, and ICEX reserves the right to assess whether any of the amounts not included in the fees should be also considered as such.
 3. Technical team with exclusive dedication to the campaign
 - 10% will be awarded for experience above the required minimum of three and two years in agri-food projects similar to those of the object of this competition (one point

for each additional year up to a maximum of five, for each of the two profiles (project manager and manager)).

- 10% for knowledge of Spanish (minimum level DELE B1 or higher)

12. Campaign management:

The interlocutor with the agency is the Economic and Commercial Office, Embassy of Spain in Tokyo on behalf of ICEX, who will be responsible for coordinating the activities and for supervising and invoicing the promotional campaign.

The successful company must submit partial reports on the activities in the campaign each quarter (from the start of the campaign). These reports must be submitted in Spanish or English. They must also submit a final report on the results.

Special care must be taken over the budget management, following the guidelines established by ICEX. No advance payments will be accrued for the activities in the promotional campaign.

13. Contract

The Economic and Commercial counselor at the Economic and Commercial Office, Embassy of Spain in Tokyo, on behalf and in representation of ICEX España Exportación e Inversiones, E.P.E., M.P. (ICEX), will sign a contract for the campaign with the successful agency, which will contain details of aspects relating to validity, intellectual property rights and payment conditions, among others.

The contract may be extended annually up to a maximum of five additional years (2020, 2021, 2022, 2023 and 2024 campaigns), after agreement between the parties and provided that the co-financing entities decide to continue the promotional campaign in Japan.

14. Schedule of submissions

- The agency must send its submission in a sealed envelope before April 24, 2019. This envelope must include a summary of what is indicated in section 6 of the present briefing (Actions to be developed in the promotional campaign) and an itemized and detailed budget for all the proposed activities.
- The proposals will be reviewed to determine whether they comply with the minimum requirements for technical and economic solvency.
- The agencies that have passed the minimum requirements specified in this briefing will be presented at the premises of the Economic and Commercial Office, Embassy of Spain in Tokyo (1-3-29, Roppongi, Minato-ku, Tokio) on a date to be notified sufficiently in advance.
- The submission of the offer and participation at this briefing implies the express acceptance of all the points contained in this briefing.
- The submission of the offer will not generate any fees or reimbursement of any type of expenses.

15. Information

- For more information or clarification about this competition, please contact:

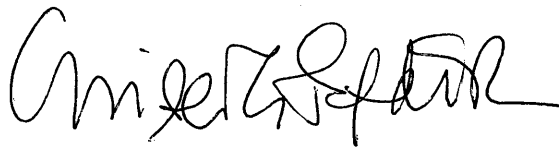
Chieko Konagaya or Motoko Kamei
ECONOMIC AND COMMERCIAL OFFICE OF THE EMBASSY OF SPAIN IN TOKYO

Tokyo, March 27, 2019

NOTE: The projects submitted must be sent in an electronic format to the following recipients (one copy to each one)

<p>ECONOMIC AND COMMERCIAL OFFICE OF THE EMBASSY OF SPAIN IN TOKYO Tel.: +81 3 5575 0431 Fax: +81 3 5575 6431 Att: Chieko Konagaya E-mail: tokio@comercio.mineco.es</p>	<p>Copy to:</p> <p>ICEX Spain Trade and Investment Department of Foods and Wines</p> <p>E-mail: Carlos Villar García <Carlos.Villar@icex.es></p>
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ICEX Board of Directors,
by proxy (Resolution of May 30 2018. BOE no. 151 of June 22 2018)



María del Coriseo González-Izquierdo
Economic and Commercial counselor in Tokyo