



Convocatoria al proceso de licitación y selección, a través de un procedimiento de concurso público, de un organismo de evaluación encargado de la evaluación de resultados del programa: CUTE-FRESH – 101194242, CUTE - Cultivando una Europa saludable con frutas y verduras verdes y rojas de Europa.

Licitador (autoridad contratante)

- Asociación para promover el consumo del brócoli +Brócoli, España, www.masbrocoli.com
- Asociación para la promoción del consumo de alcachofa, Alcachofa de España, España, www.alcachofa.es
- Association d'organisation de producteurs nationale fraise, Fraises Framboises, Francia, www.fraisesdefrance.fr

Objetivo principal

Selección del organismo de evaluación de la campaña "CUTE-FRESH-Cultivating a healthy Europe with the Green and Red Fruits and Vegetables from Europe", en el mercado interior europeo, dirigida a impulsar el consumo de productos frescos, promoviendo las prácticas alimentarias saludables y poniendo de relieve las abundantes ventajas para la salud que ofrecen las frutas y hortalizas frescas, para los mercados de España, Francia y Alemania en el periodo 2025-2026-2027.

La Unión Europea cofinancia programas de información y promoción de productos agrícolas en el mercado interior y en terceros países según lo estipulado en el Reglamento (UE) 1144/2014 del Parlamento Europeo y del Consejo y el Real Decreto 38/2017, de 27 de enero, sobre disposiciones de aplicación de la normativa de la unión Europea en materia de acciones de información y promoción relativas a productos agrícolas en el mercado interior y en terceros países. En dicha normativa queda establecido el procedimiento, los productos agrícolas objeto de estos programas y los países en los que se pueden desarrollar los mismos. En el artículo 13 del Reglamento (UE) nº 1144/2014 se recoge el procedimiento de selección del organismo de evaluación encargado de la evaluación de los resultados de los programas.

Para la evaluación de este programa, se busca la colaboración de una empresa para la elaboración de un estudio de mercado de la campaña. Con este fin, se inicia un proceso de selección, convocando a concurso a aquellas empresas con experiencia en el sector que deseen participar.

Call: AGRIP-MULTI-2024

Topic: AGRIP-MULTI-2024-IM-FRESH-FV

Países destino: España, Francia y Alemania.

Presupuesto evaluación: 54.000,00 € + IVA total para los tres años.

Periodo: 2025-2026-2027 (dependiendo inicio del programa, 36 meses)



CRONOGRAMA DEL CONCURSO

Fase SELECCIÓN	Publicación de la convocatoria del concurso.	9 abril 2025
	Fecha límite para la presentación de credenciales por parte de las agencias.	9 mayo 2025
	Comunicación del resultado de esa primera fase a las agencias participantes en el concurso.	12 mayo de 2025
Fase ADJUDICACIÓN	Apertura del proceso de adjudicación. Comunicado a las agencias que hayan pasado el proceso de selección.	12 mayo de 2025
	Fecha límite de presentación de las propuestas.	26 mayo de 2025
	Resolución del concurso de adjudicación y comunicado definitivo a las agencias participantes.	28 mayo de 2025



FASE DE SELECCIÓN/EXCLUSIÓN

El proceso se inicia con una fase informativa. Las solicitudes recibidas antes del 9 de mayo de 2025, a la dirección electrónica siguiente coordinacion@masbrocoli.com serán analizadas por el Comité que los licitadores dispongan para este fin. En esta fase se valorarán los criterios de exclusión de solicitudes y la valoración de candidaturas que se incluyen seguidamente:

Las solicitudes recibidas en la fecha prevista en la presente convocatoria podrán ser excluidas en los siguientes casos:

- Entrega de las solicitudes fuera de los plazos establecidos.
- Por no incluir entre la documentación presentada, todos los documentos que se exponen en esta convocatoria.

Se han de presentar los siguientes documentos:

Presentación de credenciales:

1. Carta de solicitud, aceptando las condiciones de la convocatoria que se especifican en este documento.
2. Declaración jurada, que declare cualquier posible conflicto de intereses con los organismos proponentes de esta licitación.
3. Declaración jurada, que declare cualquier posible conflicto de intereses derivado de los trabajos realizados por un operador, en el sector de los productos vegetales y frutas frescas, en cualquiera de los mercados cubiertos por la campaña.
4. Declaración jurada, para declarar que no incurrió o incurre en ninguno de los criterios de exclusión enumerados en el artículo 136 del Reglamento (UE, Euratom) 2018/1046.
5. Certificado de estar al corriente de la Seguridad Social
6. Certificado de estar al corriente de las obligaciones tributarias
7. Declaración firmada de no estar incursos en alguno de los criterios de exclusión del artículo 71 de la Ley 9/2017, de 8 de noviembre, de Contratos del Sector Público.
8. Capacidad financiera: La solvencia económica y financiera del empresario podrá acreditarse por medio de declaraciones apropiadas de entidades financieras, declaración del empresario sobre el volumen de negocio o, en su caso, justificante de la existencia de un seguro de indemnización por riesgos profesionales. Las condiciones mínimas de solvencia que deberá acreditar el empresario, será un volumen anual de negocios, considerando la mejor cifra de los últimos tres ejercicios disponibles, por importe mínimo en euros equivalente al 30% del importe anual con IVA del presupuesto del programa presentado.



9. Capacidad técnica u operativa: El licitador deberá demostrar experiencia en la medición de campañas en el sector agroalimentario de información/comunicación. Como evidencia de cumplimiento de este criterio se presentará un dossier con las campañas y a modo de ejemplo se propone el siguiente cuadro con la información mínima que deberá aportar de cada campaña.

Título de la campaña	Descripción de la campaña y objetivos e indicadores medidos	Budget	Target groups	Periodo de campaña	Cliente y contacto para referencias
Campaña 1					
Campaña 2					
Campaña n					
...					

10. Criterios relativos a la capacidad operativa del equipo prestador del servicio. Para este proyecto, las consultoras licitadoras deben garantizar la participación de los recursos necesarios y los perfiles de experiencia con el fin de ofrecer servicios/entregables de alta calidad. Si un miembro del equipo del proyecto abandona el proyecto durante la ejecución del contrato, las consultoras deben comprometerse y asegurar que se sustituirá de forma inmediata por otra persona con experiencia y conocimientos equivalentes. Como parte de los criterios de exclusión, se solicita que se especifique el equipo asignado a la cuenta. No es necesario presentar CV detallados. No obstante, se reservan el derecho de solicitarlo a los licitadores durante el proceso de evaluación en caso de que sea necesario demostrar su capacidad.

El incumplimiento de estas exigencias supondrá la exclusión del solicitante de las siguientes fases del proceso de selección. Las empresas solicitantes que superen con éxito la valoración serán informadas de que han resultado seleccionadas para continuar con el proceso de Adjudicación. Esta comunicación se realizará según el cronograma del concurso, incluyendo las directrices que han de marcar la Fase de Adjudicación.

Los criterios de selección son objetivos y proporcionados al proyecto que se va a desarrollar. Son asimismo no puntuables y excluyentes, de tal manera que todos los organismos de evaluación que cumplan estos criterios pasarán a la siguiente fase.

NOTA: Es imprescindible que toda la documentación presentada por los licitadores esté firmada digitalmente.



FASE DE ADJUDICACIÓN

Las solicitudes serán recibidas hasta el 26 de mayo de 2025 a la dirección electrónica siguiente coordinacion@masbrocoli.com diferenciando en el interior dos archivos con el siguiente nombre:

- **Archivo 1: Propuesta técnica**
- **Archivo 2: Propuesta económica**

Será automáticamente excluida cualquier propuesta que:

- No estén los sobres claramente identificados.
- Se incluyan importes en la propuesta técnica.

No se aceptarán archivos enviados mediante plataformas de envío de archivos donde no se garantice la disponibilidad de los archivos durante todo el periodo del concurso. Además, se deberá garantizar que los archivos no han sido modificados una vez se ha realizado el envío para la licitación.

Criterios para la adjudicación de propuestas (de 100 puntos).

El procedimiento se llevará a cabo en dos partes diferenciadas y excluyentes. Se valorará primero la calidad sin conocerse la oferta económica. Una vez realizada la valoración de la calidad y puntuadas las ofertas, se abrirá la oferta económica de las propuestas que tengan la puntuación mínima.

A. Valoración de la calidad (15 puntos):

Se valorarán los siguientes subcriterios cuya puntuación será definida en la convocatoria. Se establecerá una puntuación mínima de 10,5 para considerar que las propuestas tienen la mínima calidad exigida:

1. Soluciones innovadoras (máx. 2 puntos).
2. Mecanismos para asegurar la transparencia y coherencia en la estructura de costos y la organización de la cadena de subcontratación del proyecto si la hubiera (máx. 4 puntos).
3. Eficacia organizativa, viabilidad y la optimización de recursos en la medición del proyecto, así como las herramientas empleadas en la medición del programa (máx. 4 puntos).
4. Compromisos de plazos realistas de ejecución y capacidad de entregar hitos a tiempo (máx. 3 puntos).
5. Cumplimiento de los KPIs ya establecidos (máx. 2 puntos).

B. Valoración del precio (85 puntos):

Solo las consultoras que hayan superado satisfactoriamente la valoración de calidad se someterán a la valoración de precio. La proposición económica se puntuará de acuerdo con un criterio de proporcionalidad exclusivamente



respecto de la oferta más reducida, a la que se atribuye la puntuación máxima, calculando la ponderación de las demás con arreglo a la siguiente formula:

$P = \text{puntuación máxima} \times (\text{oferta mínima} / \text{oferta a valorar})$

P: es la puntuación obtenida por cada una de las propuestas.

Puntuación máxima: 85.

Oferta min: es la oferta mínima recibida y que haya llegado a esta fase.

Oferta a valorar: es la oferta correspondiente al licitador que se valora.

Las propuestas presentadas por los organismos de evaluación deberán de tener los presupuestos claros, desglosados en las actividades que van a realizar.

La oferta que supere el presupuesto máximo de licitación indicado en la convocatoria recibirá cero (0) puntos en la valoración del precio y quedará fuera del proceso.

No se aceptarán licitadores que presenten "bajas temerarias", u "ofertas anormalmente bajas", es decir, aquellas propuestas económicas que presentan un precio significativamente inferior al promedio de las ofertas recibidas, generando dudas sobre la viabilidad y capacidad del licitador para cumplir adecuadamente con las obligaciones contractuales. Dado que es un concurso abierto a más de 3 licitadores se considera anormalmente baja aquella oferta que sea inferior en más de 10 puntos porcentuales a la media aritmética del resto de ofertas presentadas.

NOTA: Es imprescindible que toda la documentación presentada por los licitadores esté firmada digitalmente.



Condiciones de licitación

Los candidatos que superen la fase de selección deberán tener en cuenta las siguientes cuestiones:

- El fin de este concurso es la solicitud de un programa de promoción con cofinanciación europea.
- La agencia seleccionada se compromete a mantener la validez de su oferta durante los tres años de campaña.
- Si no se garantiza la financiación de la Unión Europea, se declarará nulo el concurso.
- Este ejercicio de licitación no es remunerado: no se proporciona compensación financiera a los solicitantes cuyas ofertas no tengan éxito.
- Toda información remitida a los solicitantes seleccionados es estrictamente confidencial y debido a la naturaleza institucional de los datos no pueden ser utilizados para otros clientes.
- La propuesta de la agencia debe ser presentada en español e inglés.
- Una vez que el trabajo creativo del solicitante seleccionado ha sido acordado y pagado, se convierte en propiedad del licitador sin limitación de tiempo o lugar, y esto incluye el uso para todos los métodos y medios de comunicación.
- Los gastos no podrán efectuarse hasta que se haya firmado un contrato marco entre el licitador y la agencia ganadora del concurso. La agencia ganadora del concurso deberá firmar un contrato con los licitadores.
- Los licitadores solo pueden presentar oferta para todo el proyecto.
- La agencia tendrá que tener una cuenta bancaria exclusiva para este programa cuya moneda sea el euro. Desde esta cuenta tendrá que hacer todos los pagos a sus proveedores.
- La agencia se encargará de toda la gestión administrativa del programa (preparación de informes, justificaciones, envíos de comprobantes, entregas en registros, etc.). Toda esta documentación será aportada en inglés.
- Esta licitación sustituye a todas las anteriores presentadas por los mismos licitadores.
- Los licitadores se reservan el derecho a actualizar el anexo a lo largo del concurso y solo comunicarlo a las empresas que pasen a la segunda fase de la licitación.

CONSULTAS

Para consultas administrativas y / o técnicas, sírvase ponerse en contacto con:
+Brócoli, por correo electrónico: coordinacion@masbrocoli.com

Fecha de publicación: 9 de abril de 2025

PROJECT	
Project name:	CUTE - Cultivating a Healthy Europe with the green and red products of Fruit and Vegetables from Europe
Project acronym:	CuTE-FRESH
Coordinator contact:	.

TECHNICAL DESCRIPTION (PART B)

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PROJECT SUMMARY

Project summary

See Abstract (Application Form Part A).

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1. RELEVANCE

1.1 Background and general objectives

Background (proposing organisation/s and products or schemes to be promoted) and general objectives

PROPONENT ORGANIZATION

CuTE-FRESH, is a continuation project of the vibrant and successful campaign CUTE-HEALTHY, focused on Cultivating a Healthy Europe with Fresh Fruits and Vegetables sourced from the continent, hence it brings together again a robust consortium. This consortium comprises the European Association, FruitVegetablesEUROPE (EUCOFEL), along with three national associations representing France and Spain within the EU's fruit and vegetable sector. Together, these partners share common interests and confront mutual global challenges, particularly in championing and safeguarding European produce.

The CuTE-FRESH Consortium is spearheading this initiative to boost the consumption of fresh fruits and vegetables while promoting balanced dietary practices within the internal market. With actions slated for implementation in three EU countries— Germany, France, and Spain—the program aims to make a tangible impact on European eating habits and overall health.

The Consortium is composed by:

1. **FruitVegetablesEUROPE (EUCOFEL)**
2. **Más Broccoli Association (+Broccoli)**
3. **Alcachofas de España Association**
4. **Association d'Organisations de Producteurs nationale Fraises de France (AOPn Fraise)**

This consortium, besides benefiting from extensive experience in successfully executing projects funded by European funds, is closely linked to the previous campaign from which it continues. This entails a deep understanding of the administrative and technical processes involved in such projects (milestones, reports, deliverables, etc.). The success of the previous campaign, coupled with effective communication among consortium members, has been pivotal in the proposal of this follow-up project called CuTE-FRESH. Given the long expertise of the consortium members, the roles have been easily assigned and identified, as will be explained in the following section.

1. FRUITVEGETABLESEUROPE (EUCOFEL)

Role: Coordinator (beneficiary)

Web: <http://www.eucofel.eu>



EUCOFEL will coordinate the programme and all actions to be performed in the three target countries of the project.

FruitVegetablesEUROPE (EUCOFEL) is the main sectoral European Association representing the EU Fruit and Vegetables production and trade at European level. FruitVegetablesEUROPE represents a large share of European fruit and vegetable production. Members include national and regional Federations/Associations and more than 4,500 companies from the main producing countries (France, Germany, Greece, Italy, Poland, Portugal and Spain), allowing for a balanced representation of European producers.

Based in Brussels, FruitVegetablesEUROPE acts as a liaison between the sectoral and regional stakeholders and the policy makers at the European Institutions, giving a voice to the European Fruit and Vegetables production and trade.

2. MÁS BROCCOLI ASSOCIATION (+BROCCOLI)

Role: Beneficiary

Web: <https://masbroccoli.com>



The Association to Promote the Consumption of Broccoli (+ BROCCOLI) was founded in 2010 as a non-profit entity with the main purpose of increasing the consumption of broccoli (a vegetable scientifically named *Brassica oleracea*). It brings together farmers, marketers, researchers, nutritionists, restaurateurs and all those related entities and people interested in spreading that any product from a crop of said species, can provide enormous

healthy benefits, while constituting delicious food. The + BROCCOLI headquarters are located in Spain. Currently, + Broccoli is made up of 60 companies.

3. ALCACHOFAS DE ESPAÑA ASSOCIATION

Role: Beneficiary

Web: <https://alcachofa.es>



Created in 2014, Alcachofas de España focuses its efforts on making visible the benefits of a crop that is part of the agronomic culture of Spain and that, in addition, is a key piece in many dishes of the Mediterranean diet: the artichoke. With more than 28 associates, it gathers farmers, fruit and vegetable companies, the processing industry, shops and restaurants. They work together under this seal to demonstrate that artichokes, in addition to being a real delicacy, are full of health benefits. Alcachofas de España goes beyond the mere gastronomic use of this vegetable. These artichokes collaborate with the development of the Spanish agricultural sector, defend the efforts of all those who are dedicated to this crop and promote healthy eating habits.

4. ASSOCIATION D'ORGANISATIONS DE PRODUCTEURS NATIONALE FRAISES DE FRANCE (AOPN FRAISE)

Role: Beneficiary

Web: <http://www.fraisesdefrance.fr>



AOPn Fraises de France is the National Association of Strawberry producer organizations in France. The association was created in 2008 and includes 27 members and more than 500 producers across the different French regions. The main objectives of the association include sustaining and further developing the production of French strawberries, as well as ensuring the best quality and variety for consumers. The association represents more than 45% of the total French production of strawberries, across a large part of the country (South-East, South-West, Brittany, North).

In addition to the activities undertaken through the promotion programme (implemented in partnership with Interfel and AOPn T&C), the association releases a press pack on key topics around strawberries every year.

FRUITS AND VEGETABLES - EUROPEAN MARKET OUTLOOK

Europe devotes a large part of its production to fruit cultivation. About 3.7 million hectares of land were devoted in 2022 to these fresh products in the EU, which constitutes approximately 2% of all agricultural land used.

Thanks to the EU's climate diversity, a wide range of fresh vegetables are grown (with a yield of 59.8 million tonnes, including melons and strawberries). If we look at the main producing countries, Spain is one of the leaders, producing 28% of the fruits and 20.34% of the vegetables. France (7.11% and 10.58%) and Germany (3.14% and 7.5%) also remain among the top eight European producers.

In 2022, the average consumption of fruit and vegetables in the European Union fell to 350 g per day per person, marking a significant setback from the increase observed during the COVID-19 pandemic and its aftermath in 2021, when it grew above 2.19%. This means that the positive consumption trend that began during the coronavirus pandemic has been slowed down by the economic crisis, rising prices and inflation, affecting purchases of these foods, according to the latest "Consumption Monitor" study conducted by Freshfel Europe.

This decline reveals that most EU countries did not reach the recommended target of 400 g of fruit and vegetables per day, recommended by the WHO. In times of crisis, consumers limit the volume of these foods and households reduce their consumption. As a result, there is a decrease in purchases, although this decline is offset by the rise in prices.

In this context, it is more necessary than ever to promote greater consumption of these fresh foods with a large number of benefits, as well as to strengthen their position in the market and return to the trend of 2020 and 2021. According to European fruit and vegetable associations, if consumers were to eat 10 more grams of these foods per day, this would mean an increase in the market size of 1.8 million tonnes by the end of the year. In the same way, if the consumption of fruit and vegetables exceeded the 400 grams recommended by the WHO, the fresh fruit and vegetable market would supply almost 15 million tonnes more per year.

The development of e-commerce and public awareness about sustainability has led to a change in the preferences of consumers, who are increasingly looking more into what they buy, and are concerned about taste, freshness, vitamins, added value and convenience. In addition, the aspiration for sustainability is transferred when there is a growth in demand for local or organic products.

1.2 Market analysis and specific project objectives

Market analysis and specific objectives

Product and sector	EUROPEAN FRUITS AND VEGETABLES
Type of programme	MULTI - IM
Target Countries	DE, FR & ES
Term	36 MONTHS (2025 – 2026 – 2027)

The EU fruit and vegetable sector is highly competitive but polarized. This means that only a few member states have large fruit and vegetable productions and are very well positioned in trade and processing while other states have almost negligible volumes.

In this context, it is important to note that our three target countries (**Germany, France and Spain**) are precisely among the main EU producer destinations, with strong market positions. However, despite their competitiveness, some fruits and vegetables to be promoted in the context of this programme require strategic promotional support.

The products to be promoted are:

FRUIT	VEGETABLES
Strawberries (CN 0810) <ul style="list-style-type: none"> Raspberries & blackberries (CN 081020) Black-, white- or redcurrants (CN 081030) Cranberries (CN 081040) 	Broccoli & Cauliflowers (CN 07041000)
	Artichokes (CN 07099100)

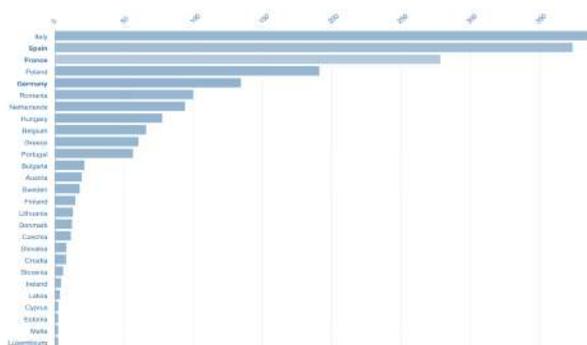
1. EU FRUITS AND VEGETABLES MARKET

1.1. PRODUCTION

Agriculture accounts for only 1.9% of the EU's Gross Value Added, yet it is a sector of great importance for the economic and social development of countries and is vital for employment, with more than 22 million people working in agricultural activities. The combined efforts of the agricultural and food sectors generate almost 44 million jobs across the EU.

And within the EU agricultural sector, the fruit and vegetables activity is a cornerstone at global level, accounting for 12.6% of global production, 13% of total vegetable production and 6.8% of fruit production in 2022. The value of fruits and vegetables produced in the EU was estimated at 73.4 billion euros in 2022, accounting for more than 14% of the EU's total production¹²

In addition to the importance of European agricultural activity, its high quality is striking. This is due to the strong commitment of European fruit and vegetable producers to providing healthy, safe, tasty and affordable food to the EU's 511 million consumers. At the same time, the fruit and vegetable sector plays a key role in preserving Europe's rich traditional, cultural and natural heritage.



Land use for cultivation in the EU by country. - Source: Eurostat, 2020

The EU's agricultural area covered 157.4 million hectares of land in 2020, equivalent to 38.4 % of its land area³, with **Spain, France and Germany being three of the top fruits and vegetables producers in the EU.**⁴

FRESH FRUIT VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)	FRESH VEGETABLES VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)
Apples	10,654	10,573	11,906	12,000	Onions, dry	6,837	6,621	7,293	6,314
Oranges	6,218	6,538	6,511	6,290	Tomatoes	6,263	6,330	6,855	6,169
Easy peelers	2,917	3,300	3,253	3,085	Carrots	5,495	4,896	5,274	4,957
Watermelons	3,021	2,922	3,100	2,742	Cabbage	3,283	3,062	3,043	2,951
Pears	1,980	2,297	1,769	2,109	Peppers	2,864	2,933	3,200	2,880
Peaches	2,518	2,036	1,808	1,885	Lettuce	2,513	2,347	2,452	2,525
Melons	1,728	1,768	1,814	1,662	Cucumbers	2,439	2,529	2,541	2,287
Table grapes	1,833	1,779	1,745	1,655	Cauliflower	2,157	2,194	2,129	2,001
Nectarines	1,473	1,038	939	1,104	Courgettes	1,574	1,633	1,697	1,731
Other	9,693	10,209	9,965	10,131	Other	14,311	15,186	15,207	14,848
TOTAL	42,035	42,461	42,810	42,664	TOTAL	47,737	47,531	49,689	46,664

Volume of EU fruits and vegetables production by product. Source: Eurostat, 2024 and European Statistics Handbook by Fruit Logistica, 2023

² Eurostat, 2024; DG AGRI, 2022

³ Key figures on the European food chain, 2023 edition

⁴ Eurostat, 2022

FRESH FRUIT VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)	FRESH VEGETABLES VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)
Spain	13,684	14,179	14,007	12,099	Spain	10,391	9,971	10,430	9,492
Italy	10,421	10,325	9,817	10,785	Italy	7,211	7,212	7,862	7,600
Poland	3,793	4,422	5,321	5,639	Poland	5,534	5,240	5,369	5,549
Greece	2,940	3,120	2,874	3,221	Netherlands	5,484	5,383	5,695	5,017
France	3,108	2,737	2,603	3,032	France	5,263	5,160	4,981	4,935
Romania	1,834	1,776	1,923	1,887	Germany	3,707	3,693	4,057	3,499
Germany	1,330	1,352	1,301	1,338	Belgium	1,777	1,726	2,007	1,836
Belgium	1,289	1,141	1,389	1,134	Romania	1,865	1,957	1,941	1,748
Romania	767	749	718	749	Greece	1,445	1,583	1,801	1,563
Hungary	930	725	888	727	Hungary	1,303	1,264	1,280	1,190
Belgium	649	625	674	653	Portugal	794	1,101	1,201	1,010
Bulgaria	373	334	380	385	Austria	611	644	675	674
Austria	225	193	188	237	Sweden	346	395	409	413
Czechia	180	143	138	181	Denmark	300	303	287	282
Croatia	171	152	159	151	Finland	294	297	284	290
Cyprus	122	119	128	128	Czechia	226	252	275	261
Slovenia	49	59	52	56	Bulgaria	313	256	262	249
Denmark	43	58	48	56	Lithuania	230	220	238	226
Sweden	39	52	46	49	Ireland	219	222	231	219
Slovakia	47	41	45	49	Croatia	141	182	145	140
Lithuania	36	76	46	39	Slovakia	122	119	142	135
Ireland	26	28	28	28	Slovenia	119	134	114	108
Other EU	60	57	57	59	Other EU	222	217	223	212
TOTAL	42,035	42,461	42,810	42,664	TOTAL	47,737	47,531	49,689	46,664

Volume of EU fruits and vegetables production by country volume. Source: Eurostat, 2024 and European Statistics Handbook by Fruit Logistica, 2023

In fact, in 2022, close to 3.7 million hectares of land were dedicated to fruit cultivation in the EU, constituting roughly 2% of all utilized agricultural land.⁵ Thanks to the diverse climate across the EU, a wide array of fruits is cultivated. In 2022, fresh vegetables were among the primary crops harvested in the EU in terms of quantity (yielding 59.8 million tonnes, including melons and strawberries). In the case of the main producing countries, **Spain stands out by producing 28% of fresh fruits and 20.34% of fresh vegetables**. In addition, **France (7.11% and 10.58%) and Germany (3.14% and 7.5%) remain in the top 8 European producers**.

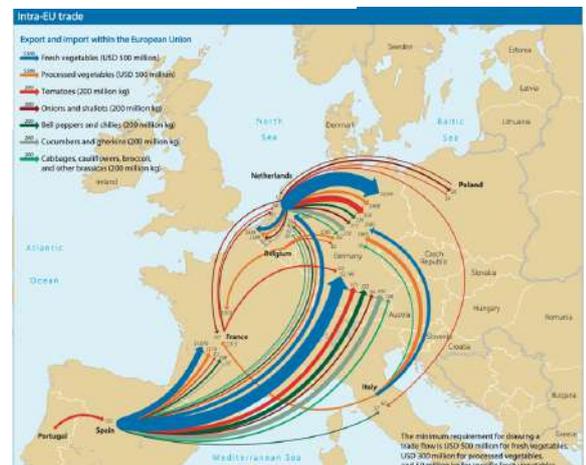
The EU's fruits and fresh vegetables fetched a total value of **EUR 68.0 billion at basic prices in 2022**. This amounted to 12.6% of the EU's agricultural industry value for the year. Fresh vegetables alone contributed EUR 40.7 billion, while fruits brought in EUR 27.3 billion. **Spain, Italy, and France stood out as the major players, collectively dominating the EU's fruit and fresh vegetable market in 2022**.

Trade and exports. Spain led the pack with a commanding 22.5%, closely trailed by Italy at 21.3%, and France at 10.2%. Germany, Poland, Greece, the Netherlands, and Romania chipped in with another significant chunk, comprising roughly one-third of the EU's total value, showcasing the diverse landscape of this thriving sector.⁶

Intra-EU trade in fruits accounted for 56.2% of the total value of internal trade in fruits and fresh vegetables. In the context of intra-EU exports, **two Member States stood out, accounting for slightly more than 60% of the total value: Spain (with 33.2%) and the Netherlands (with 28.0%).**⁷ The main trade flow is between Spain and Germany, with fresh vegetables exports worth 52,146 million USD.

1.2. EU AGRICULTURAL TRENDS (2023-2035)

From the EU Agricultural Outlook 2023-2035, it is possible to extract some relevant conclusions concerning the future of EU agricultural production in the forthcoming years, affecting also the products targeted by this program (strawberries, broccoli and artichokes).⁸



European fruits and vegetables trade map. - Source: Rabobank, 2024

⁵ Eurostat, 2024

⁶ The fruit and vegetable sector in the EU – a statistical overview, Eurostat, 2024

⁷ European statistics handbook, Fruit Logistica, 2023

⁸ EU Agricultural Outlook 2023-2035, DG AGRI, 2023

Climate change	<p>One of the first outputs concerning the future of EU agri-food sector is the climate change and how it will affect to the crop lands and farming. The competition for key natural resources together with the current geopolitical issues enhances the challenges that farmers will have to deal with.</p> <p>As indicated by the IPCC, agriculture is significantly affected by climate change as the global average temperature during the period of 2011 to 2020 was 1.09 °C higher than that of 1850 to 1900.</p> <p>For instance, water scarcity problems are not foreseen to stop in the following years, if not quite the opposite, with a future marked by more frequent droughts and diminished effective rainfall. In fact, approximately 29% of the European Union's territory (excluding Italy) experienced water scarcity during at least one season. Hence, it is possible to anticipate heightened competition for water resources and an increased frequency of restrictions on water usage.</p>
Lower growth	<p>EU agricultural production is moving towards a transition in which new techniques and technology will come up to face climate change, to comply with the stricter environmental and climate regulatory framework and to be aligned with the new consumption patterns that are yet on the trend leading to a production adjustment.</p> <p>Yields could hold steady, buoyed by the positive influence of advanced sustainable farming methods and technology, countering the adverse effects of climate change and the dwindling accessibility and affordability of inputs, resulting this in a production more dependent on area developments.</p> <p>Hence the potential for intercrop competition looms large, spurred by the dynamics of crop profitability, nuanced regional climatic shifts, and evolving demand paradigms, notably including diminished utilization for feed and biofuel purposes.</p>
Land use	<p>The total extent of agricultural and forested land in the EU is projected to maintain stability, reaching 322.4 million hectares by the year 2035, although some changes can be experimented in the share of land use. The fluctuating competitiveness of EU arable crops and increasing water scarcity collectively discourage any expansion of cultivation areas.</p>

2. PRODUCTS TO BE PROMOTED

This program aims to promote a selection of EU fruits and vegetables in three of the biggest markets of the EU for these products:

Market	Product
France	Strawberries
Spain	Artichokes
Germany	Broccoli

In the following sections of the market analysis, a thorough research has been done to explain the reason behind the selection of these markets and products. Nevertheless, it is possible to provide an initial argument of it. As the Ministry of Agriculture of France points out, **Spain, France and Germany are three out the top five countries when it comes to the value of agricultural production**, with France standing out in fruits and vegetables production (20%).⁹

2.1. STRAWBERRIES



The ten European Union (EU) countries with the highest agricultural production value. - Source: Agreste, 2024

2.1.1. EU Market

The fruit and vegetable market in France is a sector of vital importance within the national economy. In 2022, **the value of total agricultural production at the basic price was €97.4 billion.**^[1] All this in a context of severe and persistent drought for the last 2 years, especially in the South of the country.^[2]

Despite its strong domestic production, France also relies heavily on imports to meet the internal demand for certain fruits and vegetables. According to data from the French Directorate General of Customs and Indirect Taxes, the country imports around 5.4 million tons of fruits and vegetables annually, mainly from neighbouring countries such as Spain, Italy, and the Netherlands.

⁹ [Transformations de l'agriculture et des consommations alimentaires, Agreste, 2024](#)

STRAWBERRIES	2019	2020	2021	2022	2023
Production (T)	59.738	58.467	55.946	75.838	73.836
Average price (€/tonelada)	4.317,88 €	4.490,60 €	4.670,22 €	4.857,03 €	5.036,17 €
Sells value in France (€Mil.)	257.941.515 €	262.551.630 €	261.280.073 €	368.347.272 €	372.000.000 €

2.1.2. Production

The estimated strawberry production for 2023 is 73,836 tons (t). It would therefore be 2.64% lower than the 2022 harvest (75,838 t), but up 1% from the 2018-2022 average.

At the national level, the total area of strawberries is basically stable, at 3,980 ha (1% reduction), the retreat of open-air and low-sheltered areas being practically offset by the increase in greenhouse areas (and high shelters). The decline in production only affects the Southwest basin (-15% over one year), mainly due to the decrease in average yield, which in turn is attributable to the effects of high temperatures and the presence of pests (*drosophila Suzuki*).^[1]

While the production of this fruit in France doesn't reach the same levels as the biggest European producers, being in the 7th position within the EU, its capacity has experienced a considerable growth in the last years. As per the official data from Agreste (French Ministry of Agriculture), even though the harvest has suffered a slight decrease of 2.64% from 2022 to 2023, the production has experienced a **32.89% increase in the period 2016-2023**.

	2016(t)	2017(t)	2018(t)	2019(t)	2020(t)	2021(t)	2022(t)	2023(t)
France	55 563	58 600	57 442	59 738	58 467	55 946	75 838	73 836

In comparison, the following table provides the annual strawberry production data for the biggest producing countries within the European Union:

it	TIME	2019 ↓	2020 ↓	2021 ↓	2022 ↓
GEO ↓					
European Union - 27 countries (from 2020)		1 186.41	1 118.68	1 197.47	1 197.26
Spain		351.96	272.55	360.57	325.88
Poland		185.40	157.60	162.90	199.40
Germany		143.98	152.18	130.63	133.14
Italy		125.13	121.79	117.63	100.68
Greece		74.43	84.22	86.18	99.64
Netherlands		75.59	77.57	85.83	87.08
France		60.31	77.46 (b)	73.57	78.49

[1] Agreste, Ministère de l'Agriculture et de la Souveraineté alimentaire de France, 2024

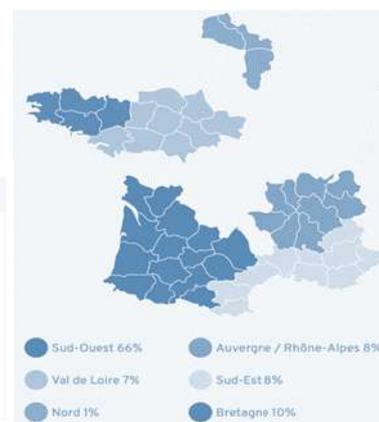
[1] Transformations de l'agriculture et des consommations alimentaires, Ministry of Agriculture of France, 2024

[2] World Vegetable Map 2024: Turbulent times for the global vegetable sector, Rabobank, 2024

REGIONS AND VARIETIES

The main production areas are in the **Southwest of the country**, where the climatic conditions allow the cultivation of a sweeter and more aromatic strawberry, which is more accepted by consumers. But the production areas cover a large part of France: the Southwest, Lot-et-Garonne and the Dordogne, but also the Loire Valley, Brittany, the Rhône-Alpes region, the Southeast or the North.^[1]

With more than 35 varieties, the harvest in France is mainly spread between the months of **March and July**, when the two most prevalent (La Garriguette and La Charlotte) are harvested, although some other varieties extend the period up until November.



	Hiver		Printemps				Été			Automne		
	Janv.	Fév.	Mars	Avril	Mai	Juin	Juillet	Août	Sept.	Oct.	Nov.	Déc.
La Garriguette			■	■	■	■	■					
La Ciflorette			■	■	■	■	■					
La Charlotte				■	■	■	■	■	■	■		
La Ronde				■	■	■	■	■	■	■	■	

[1] <https://fraisesdefrance.fr/production-francaise/filiere-de-production/>

According to Eurostat, the following are the main production areas of strawberries within the EU:

		Volume (tonnes)			
		Imports	Exports	Balance	
Huelva (Spain)	Known as the "strawberry capital" is one of the main strawberry-producing regions in Europe. The province of Huelva, in southwestern Spain, has favorable climatic conditions and a well-developed agricultural infrastructure that make it an important center for strawberry production at the European level.				
Puglia (Italy)	The region of Puglia, in southern Italy, is another standout area in strawberry production in the European Union. The Mediterranean climate of the region, with mild winters and warm summers, provides ideal conditions for growing strawberries				
Lot-et-Garonne (France)	This region located in southwestern France is known for its high-quality strawberry production. The combination of a temperate climate and fertile soil makes Lot-et-Garonne an important strawberry-growing area in France and throughout the European Union.				
North Rhine-Westphalia (Germany)	This region in western Germany has a significant strawberry production industry, with farmers utilizing both open-field and greenhouse cultivation methods.				
West Flanders (Belgium)	Known for its intensive agriculture, West Flanders is an important strawberry-producing region in Belgium, contributing to the country's overall agricultural production.				
Gelderland (Netherlands)	Gelderland is one of the main strawberry-growing regions in the Netherlands, with growers employing advanced techniques to produce high-quality strawberries for both domestic and export markets.				
Greater Poland Voivodeship (Poland)	This region in western Poland is recognized for its strawberry cultivation, with favorable climate conditions and modern agricultural practices supporting a thriving industry.				
		World	66.438	9.758	-56.681
		EU-27	60.996	5.234	-55.763
		Third countries	5.442	4.524	-918
		Spain	47.822	389	-47.433
		Morocco	3.990	ND	-3.990
		Belgium	9.280	665	-8.614
		Germany	1.495	1.118	-377
		Netherlands	1.744	109	-1.635
		Italy	109	2.282	2.173

Trade Balance. According to the data obtained from the Ministry of Agriculture of France, the French trade balance for strawberries is negative, being currently **dependant on foreign production to cover national demand**. Spain is a strategical partner on this regard, accounting for nearly 72% of imports in 2022.

Even so, **12.87% of French strawberries were exported in 2022**, mainly to the EU, and in particular Italy and Germany are two of the biggest importers. They accounted for approximately 2% of the total French fresh fruit exports.

From January to July 2023, **foreign trade in strawberries contracted sharply** in all parameters compared to the same period of 2022: imports (46,000 t) decreased by 22%, and exports (7,000 t), by 25%. The foreign trade deficit over the first 7 months (39,000 t) thus decreased by a fifth (21%).

This of course means that 87.13% of the French strawberry production is consumed in the domestic market.

Strategies and added value. The French strawberry sector faces challenges such as inflation, which in turn makes purchases diminish; or other origins which may compete with the domestic strawberry (Spain, Morocco...). So, the goal is to add value without losing competitiveness, both in the domestic market (the most important one, as stated before) and in other markets to which it is exported. It also needs to implement techniques and technologies that advance the environmental sustainability of the product and its water usage.

The marketing strategies within the strawberry sector are based around the ideas of health, sustainability and origin. In fact, the last promotion program with EUCOFEL at its heart made a point of the health benefits of eating 5 pieces of fruit a day.

The competitive advantages of the AOPn Fraises de France have to do with its large representation of the sector, uniting more than 400 producers and 45% of the total production of France. Specifically, Fraises de France has in place a National Strawberry Experimentation Programme, with the aim of improving cultivation practices and fruit quality through innovation.

The main differences with competitors are the high quality of French strawberries, and the coordination of the sector under the AOPn Fraises de France, that allows for better cultivation, marketing and promotion strategies.

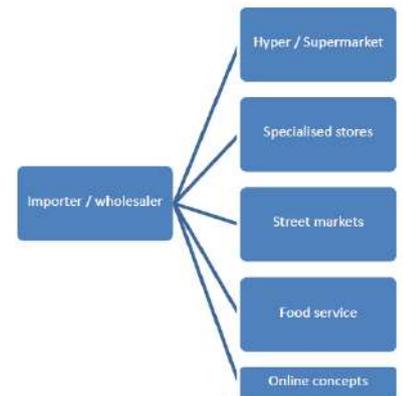
The logistic challenges faced by the strawberry sector are the need to improve cultivation practices, and in particular to improve fruit quality, and the reduction of inputs.

Distribution Channels. The food sector holds the top position and plays a significant role in the French lifestyle. France leads the European Grocery Retail market and serves as a typical end market for European and third-party exports.

According to the **Fédération du Commerce et de la Distribution**, in 2023 the country held approximately 70,000 retail points, comprising:

- 2,300 Hypermarkets with a total of 11.8 million square meters (minimum 2,500 square meters, 25,000-40,000 products for sale, of which 3,000-5,000 food items): Leclerc, Intermarché, Super U, Carrefour...
- 5,875 Supermarkets (between 400 and 2,500 square meters, 3,000-5,000... items, of which 2,500-4,500 are food products): Carrefour, Franprix, Casino...

- 3,435 Hard Discount stores (supermarchés à dominante marques propres or SDPM, between 400 and 2,500 square meters, less than 2,000 items): Lidl, Aldi, Leader Price (Casino)...
- 6,200 Click & Drive: Le Drive Intermarché, Courses U, Leclerc Drive, Carrefour Drive...
- 20,000 Convenience Stores: Carrefour City, Casino Shop...
- 30,000 Traditional Retail Food Outlets.



Just hypermarkets and supermarkets accounted for 132.2 billion euros in 2022. Data from 2023 reveals a concentrated landscape, in which just the 4 largest groups account for more than 2/3 of the market share:

- E. Leclerc: 23.9%
- Carrefour: 19.6%
- Les Mousquetaires (Intermarché and Netto): 13.1%
- Système U: 12%
- Auchan: 8.4%
- Lidl: 7.6%
- Casino: 5.2%.

One of the most significant recent developments in the distribution market is the explosion of Click & Drive points. Since the Covid-19 pandemic, this channel has seen a strong growth, jumping from 6.8 billion euros of revenue in 2019 to 12 billion in 2023, and it is still projected to grow further.

Characteristics of Strawberries. Strawberries are a very low-calorie fruit (90% water) and a good source of vitamin C. An average serving of strawberries (150 g) contains 81 mg of vitamin C, far exceeding the recommended daily intake for this vitamin (60 mg), as well as 228 mg of potassium, that supports muscle function, and 30 mg of calcium that strengthens bones and teeth.

Graphique 40. Parts de marché en valeur des circuits généralistes sur le périmètre des PGC alimentaires



Source : données Circana, traitement FranceAgriMer, périmètre : infoscans alimentaire en grande distribution et EDMP

Graphique 41. Évolution des ventes en volume des PGC FLS entre 2021 et 2022



Source : NielsenIQ, traitement FranceAgriMer

Strawberries are among the fruits with a highest antioxidant capacity, which is due not only to their anthocyanin content, but also to the presence of significant amounts of polyphenols and vitamin C, which contributes to the protection of cells against oxidative damage. To fully benefit from the vitamin C contained in strawberries, it is recommended to consume strawberries as fresh as possible.

This fruit also includes iron, vitamin A, and vitamin B9 (or folate), which the EFSA recommends for adults (an AR of 250 µg dietary folate equivalents (DFE)/day) and especially for pregnant (an AI of 600 µg DFE/day) and lactating women (an additional intake of 130 µg DFE/day).

It is also very versatile: it can be enjoyed fresh, in pastries, in salads, infused in water, in smoothies... Their small size, which provides them with great portability, together with their bright and attractive red color and tasty pulp are certainly an attraction for consumers. Gariguette, Ciflorette, Charlotte, and the "round varieties" are the main French strawberry varieties, each with unique shapes and organoleptic characteristics, but all equally delicious.

The most consumed variety of strawberries in the target market is La Gariguette, which is undoubtedly the most well-known French strawberry. It is an early variety, from March to mid-June, medium-sized and with a bright green-red appearance. Its flesh is juicy, with a very aromatic sweet-tart flavour. It is recognizable by its slender and elongated shape.

The French strawberry sector also has social and ecological benefits that go beyond mere economic and healthy parameters. In 2021, around 7% of strawberries in France were from organic cultivation, which puts it among the leaders in Europe and the world.

The presence of this sector in France reduces the dependency of Europe from third countries and is a powerful tool for rural development and growth.

Demand

According to the **Fresh Fruits and Vegetables Consumer Confidence Barometer 2023** carried out by Institute CSA for FranceAgriMer, 94% of French consumers have confidence in these products, and 54% say they eat them every day. When choosing fresh fruits or vegetables, the main considerations of consumers are:

- 65% - Seasonality of the product
- 63% - Origin
- 44% - Price (+13 points in 2 years)
- 41% - Visual aspect

The demand for fresh fruits and vegetables has actually suffered from the prolonged period of inflation in Europe, due to external causes like the Ukraine war or supply chain problems derived from the aftermath of the covid-19 pandemic. In 2023, purchases of fresh fruit in France were 6% lower than in 2022, and 8% lower when compared to the 2020-2022 average, according to FranceAgriMer.

More than 25% of respondents to the Barometer said they had reduced the money spent in fresh fruits and vegetables during the last year. And 34% has reduced the expenditure or altogether stopped purchasing organic products.

Data from Interfel shows that the total expenditure in fresh fruits and vegetables has actually increased when compared to 2022 (+2%), but that is mainly due to inflation, which has increased the average price of purchase by 5%, from 2.8 €/kg to 2.95 €/kg.



But the volume purchased by household has decreased by 3% to 155.3 kg/household (down from a maximum of 177.1 kg/household in 2020), and so has the average volume per purchase (2.33 kg, down from 2.68 kg in 2020). Strawberries, which account for 2.7% of fruits purchased in France, are part of this general trend, with a 4.8% reduction in volume in 2023 compared to 2022, and a -10.5% compared to the 2020-2022 average. But due to inflation, the total value has actually increased in 2023 by 5.4% compared to 2022.

2.2. BROCCOLI

2.2.1. EU Market

The broccoli production in the European Union is a fundamental part of the agricultural sector, with several countries contributing significantly to the total supply. According to the latest data from Eurostat, **Spain is one of the main broccoli producers in the EU, along with Italy and France.**

BROCCOLI	2019	2020	2021	2022	2023
Production (T)	531.889	590.895	536.714	551.530	551.530
Average price (€/tonelada)	338,42 €	330,35 €	365,19 €	362,63 €	362,63 €
Sells value in Spain (€Mil.)	180.000.000 €	195.200.000 €	196.000.000 €	200.000.000 €	200.000.000 €
Exports to Germany (T)	147.253,52	150.367,33	159.568,26	167.180,05	167.180,05

*Sells vale in Spain is Value for domestic consumes in order to obtain the ROI.

Supply. The following table presents the annual **BRASICAS in total including Broccoli + Colliflower** according Eurostat (non Broccoli alone available) and some production data for the European Union, with specific production figures for the main producing countries, as well as the percentage variation between 2019 and 2022, sourced from official Eurostat data.

	2019 (t)	2020 (t)	2021 (t)	2022 (t)	% Variation
Spain	1.150.000	1.160.000	1.170.00	1.180.000	+2,6%
Italy	950.000	960.000	970.000	980.000	+3,2%
France	800.000	820.000	840.000	860.000	+7,5%
Germany	750.000	760.000	770.000	780.000	+4%

Own elaboration by data obtained from Eurostat.

Market structure. According to Eurostat, the following are the main production areas of broccoli within the EU:

Murcia (Spain)	Murcia is one of the main broccoli-producing regions in Spain and across the European Union. The province of Murcia benefits from favourable climatic conditions and a developed agricultural infrastructure, making it an important centre for broccoli production.
Brittany (France)	The Brittany region, in Northwestern France, is known for its broccoli production. The temperate climate and soil fertility in this region make it suitable for broccoli cultivation.
North Rhine-Westphalia (Germany)	North Rhine-Westphalia is one of the main broccoli-producing regions in Germany. Farmers in this region employ modern cultivation techniques to produce high-quality broccoli.
Flemish Region (Belgium)	The Flemish Region of Belgium also significantly contributes to broccoli production in the European Union. Belgian farmers leverage from favourable climatic conditions and advanced agricultural practices to cultivate broccoli.
Gelderland (Netherlands)	As the big agricultural production region it is, is one of the main broccoli-producing regions in the Netherlands. Dutch farmers are known for their expertise in vegetable production, including broccoli.

2.2.2. Market in Spain and Germany

Supply. Spain has around 50,000 hectares of broccoli production, representing 600,000 tonnes of fresh produce. Of those, approximately 120,000 tonnes are destined for frozen and 400,000 for fresh export. In this context, Spain produces half of the broccoli that is exported and consumed in Europe, 80% of which is produced in the Region of Murcia.

Exports. The destination markets for the Spanish production are varied, but Germany, France, the Netherlands and Belgium can be identified as the main buyers.

In this context, **Germany** is a net importer of both fresh and frozen broccoli, with a negative trade balance, as its production does not reach the level of consumer demand for this vegetable. Thus, Spain is Germany's main supplier with 82% of the country's broccoli imports.

Broccoli exports of Spain	Exports to UE-27 (tonnes)	Exports to Germany (tonnes)	Broccoli trade of Germany	Exports to UE-27 (tonnes)	Imports from UE-27 (tonnes)	Trade balance (tonnes)
2019	259.357,15	65.418,46	2019	13.961,81	73.831,36	-59.869,55
2020	270.323,79	67.265,69	2020	11.003,70	81.102,64	-70.098,94
2021	279.984,99	74.946,64	2021	11.405,29	82.608,57	-71.203,28
2022	271.414,35	77.256,55	2022	9.948,40	99.726,08	-89.777,68
2023	250.514,35	69.316,78	2023	9.390,85	84.362,03	-74.971,18

Spain exports of broccoli to EU-27. Special focus on Germany. Source: Germany broccoli trade balance. Source: DataComex-Ministry of Industry, Commerce and Tourism of Spain

Challenges. Germany's fruit and vegetable markets faced significant challenges in adapting to adverse conditions. On the production front, issues such as the summer drought, a notable surge in input costs, and a shortage of labour posed significant hurdles. Additionally, the onset of the conflict in Ukraine led to a sharp escalation in prices for fertilizers and energy. This spike in energy costs presented a particularly daunting obstacle for greenhouse-based production.

Trade balance. Given **Germany is the top importer in Europe**, its trade balance is negative in both areas, fresh fruit and fresh vegetables. This deficit was reduced by -1.79% for fresh fruit, but it increased by +19.8% for fresh vegetables. **Germany produced 47,874 tonnes in 2023 compared to 47,884 tonnes in 2022, according to data from Statista.**

2.3. ARTICHOKE

2.3.1. EU Market

Supply. Artichoke production in the European Union is an essential part of the agricultural sector, with several countries making significant contributions to the total supply. Given the data published by Eurostat, **Spain, Italy, and France stand out as the main producers of artichokes in the EU.**

ARTICHOKE	2019	2020	2021	2022	2023
Production (T)	60.929	63.048	55.939	51.860	51.860
Average price (€/tonelada)	1.757,78 €	2.052,40 €	2.113,01 €	2.061,30 €	2.061,30 €
Sells value in Spain (€Mil.)	107.009.175 €	129.451.387 €	118.150.914 €	106.811.138 €	106.811.138 €
Exports to Germany (T)	3.245	559	591	976	976

According to data from the European Commission, **Germany, France, and the Netherlands are among the main importers of EU Artichokes.** Additionally, intra-EU trade is significant, with countries such as Italy, Spain, and Greece exporting large volumes of artichokes to other member states.

The following table presents the annual artichoke production data for the European Union, with specific production figures for the main producing regions, as well as the percentage variation between 2019 and 2022, sourced from official Eurostat data.

FRESH FRUIT PRODUCTION VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)	FRESH VEGETABLES PRODUCTION VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)
Apples	992	1,023	1,005	1,034	Carrots	791	802	962	670
Strawberries	154	152	131	126	Onions	522	540	664	619
Plums	47	47	40	42	White cabbage	449	446	435	391
Sweet cherries	45	37	27	39	Gherkins	183	149	171	167
Pears	43	39	37	35	Red cabbage	125	125	142	128
Blueberries	15	11	16	17	Iceberg lettuce	139	128	131	126
Currants	11	12	14	13	Asparagus	131	118	119	113
Sour cherries	16	13	11	13	Beetroot	96	99	110	102
Mirabelle plums	5	5	5	4	Spring onions	85	90	74	89
Other	14	13	16	15	Other	1,187	1,196	1,248	1,174
TOTAL	1,330	1,352	1,301	1,338	TOTAL	3,707	3,693	4,057	3,499

FRESH FRUIT	2019	2020	2021	2022p
Import	6,121	7,043	6,926	6,800
Export	713	726	728	713
TRADE BALANCE	-5,408	-6,317	-6,198	-6,087

FRESH VEGETABLES	2019	2020	2021	2022p
Import	4,656	5,049	4,385	5,127
Export	423	404	438	398
TRADE BALANCE	-4,233	-4,644	-3,947	-4,729

Germany fruits and vegetables trade balance in €Millions - Source: European Statistics Handbook, Fruit Logistica 2024

Germany fruits and vegetables production - Source: European Statistics Handbook, Fruit Logistica 2024

	2019 (t)	2020 (t)	2021 (t)	2022 (t)	% Variation
Spain	175.000	180.000	185.000	190.000	+8,6%
Italy	150.000	155.000	160.000	165.000	+10%
France	120.000	125.000	130.000	135.000	12,5%
Greece	90.000	95.000	100.000	105.000	+16,7%

EU annual production of artichokes – Source: Own elaboration by data obtained from Eurostat.

Market structure. According to Eurostat, the following are the main production areas of artichoke within the EU:

Murcia (Spain)	Murcia as one of the main producers of agricultural products within the EU, also stands out as an artichoke-producing region. The province of Murcia benefits from favourable climatic conditions and a developed agricultural infrastructure, making it an important centre for artichoke production (Source: Eurostat).
Puglia (Italy)	southern Italy, is known for its artichoke production. The Mediterranean climate and agricultural expertise in the region contribute to successful artichoke production.
Provence-Alpes-Côte d'Azur (France)	This region in southeastern France is also a significant area for artichoke production in France and across the European Union. The warm climate and agricultural tradition in the region favor artichoke cultivation
Lazio (Italy)	The temperate climate and fertile land in this region make it suitable for the cultivation of this type of vegetables.
Valencia (Spain)	On the eastern coast of Spain, the area of Benicarló arises as one of the regions with that produces highest-quality artichokes. The Mediterranean climate and agricultural expertise in the region contribute to the success of artichoke production.

2.3.2. Market in Spain and Germany

Spain is the world's second largest producer of artichoke, with 201,900 tonnes in 2022, according to the Spanish **Ministry of Agriculture**, behind Italy, with 483,561 tonnes per year. They are followed, in order of importance, by Peru, Argentina, Egypt, China, Morocco, the United States, France and Chile, with productions considerably lower than those of the two main producers.

FRESH FRUIT PRODUCTION VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)	FRESH VEGETABLES PRODUCTION VOLUME (000 tonnes)	2019	2020	2021	2022 (provisional data)
Oranges	3,343	3,496	3,749	3,014	Tomatoes	2,008	1,821	1,734	1,793
Ease peelers	1,880	2,317	2,122	1,954	Peppers	1,312	1,393	1,406	1,296
Watermelons	1,211	1,235	1,382	1,003	Onions	1,600	1,132	1,567	1,198
Lemons	931	1,142	1,048	953	Lettuce	1,009	962	1,064	832
Melons	642	611	653	499	Cucumbers	739	795	746	668
Apples	555	425	563	431	Courgettes	602	631	638	617
Peaches	666	534	507	392	Broccoli	532	591	535	550
Strawberries	362	273	361	325	Carrots	366	393	429	366
Nectarines	573	486	447	323	Garlic	275	269	316	271
Table grapes	332	298	305	322	Other	1,928	1,984	1,995	1,886
Other	3,229	3,362	2,872	2,883	TOTAL	10,391	9,971	10,430	9,497
TOTAL	13,684	14,179	14,007	12,009					

Spain fruits and vegetable production - Source: European Statistics Handbook, Fruit Logistica, 2024

In **Spain**, artichoke cultivation is particularly important in the autonomous communities along the Mediterranean coast, especially in Murcia, which accounts for more than 40% of national production, according to the latest figures from the Ministry of Agriculture. The Valencian Community, Tarragona and Navarra also stand out, accounting for 36% of the national crop. The large-sized, violet-coloured varieties are usually destined for export production as they are the most in demand on the foreign market.

In general, 60% of the Spanish artichoke production is destined for the industry, and the remaining 40% for fresh consumption. Around 75% of the latter stays in the domestic market, and the remaining 25% is exported to the rest of the EU market. Spain exports more than 12,000 tonnes a year mainly to France, Italy, Germany and the Netherlands.

Germany, for its part, it is the fourth largest importer of artichokes in Europe after France, Italy and Belgium. It imported more than 2,082 tonnes of artichokes from countries all over the world in 2023, of which 329 tonnes came from Spain (-24%). The value of imports of this foodstuff stood at 4.6 million euros, according to the Alcachofas de España Association, one of the components of the consortium behind this promotion programme. The following table presents the historical series of German artichoke imports in tonnes (2019- 2023) and in economic value:

ARTICHOKE IMPORTS IN GERMANY (in tonnes)						ARTICHOKE IMPORTS IN GERMANY (in EUR thousands)					
	2023	2022	2021	2020	2019		2023	2022	2021	2020	2019
ITALY	863	1,253	891	739	705	ITALY	1,954	2,65	1,852	1,317	1,202
NETHERLANDS	469	660	529	470	538	FRANCE	1,051	874	1,153	1,406	1,186
FRANCE	399	384	539	776	765	SPAIN	862	914	1,395	914	862
SPAIN	329	457	663	671	912	NETHERLANDS	701	779	778	578	565
BELGIUM	12	6	24	26	45	GREECE	38	27	38	32	31
GREECE	9	7	15	11	11	BELGIUM	25	22	40	58	64
TURKEY	1	2	7		1	TURKEY	1	4	8		1
LUXEMBOURG		1	1			LUXEMBOURG		2	2		
AUSTRIA					1	AUSTRIA				1	3
COLOMBIA			1	1		COLOMBIA		1	2		
HUNGARY						HUNGARY			1		
EGYPT		1		1	6	EGYPT		1		2	14
USA			1			USA			1		

Artichoke imports in Germany. Source: Asociación Alcachofas de España

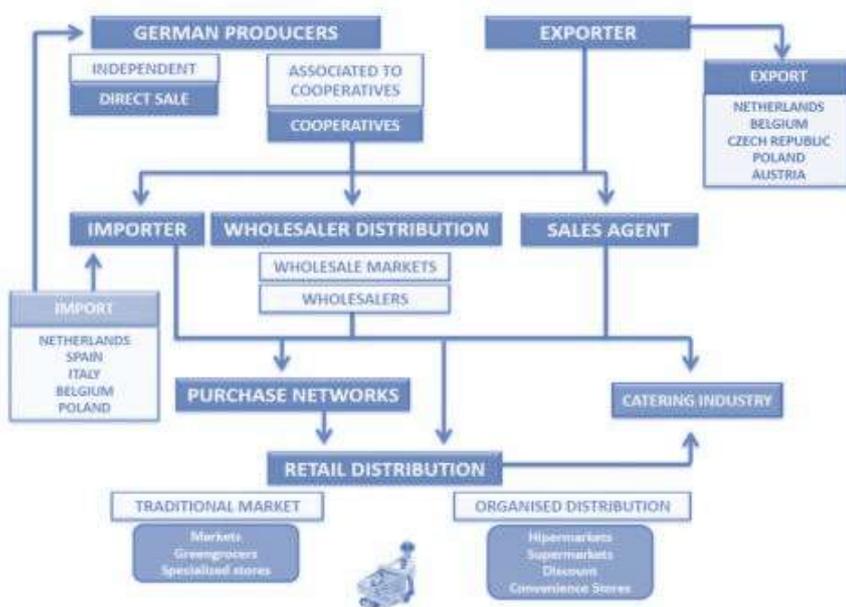
The data show that **Germany is a large consumer of vegetables and one of the main importing markets**. This is due to its limited fruit and vegetable production, to a certain extent because of its climate. As a result, Germany is dependent on other countries with a higher production of fresh fruit and vegetables (both in and outside the EU). Every year, **Germany buys more than 9.7 million tonnes of fruit and vegetables** and is also the main destination market for Spanish exports in this sector. This is a good reason to confirm that artichoke consumption here will be on the increase in the coming years. **Spain is by far the largest producer of fresh fruit and vegetables in Europe**. Spanish exports go mainly to other EU countries, with only 6% going to third countries. Germany (26%) is the most important destination, followed by France (18%), the United Kingdom (12%) and the Netherlands (8%).

2.3.3. Distribution

In **Germany**, the sale of products varies according to product strategy, but in general, these foods (broccoli and artichoke) enter the distribution chain via importers, sales agents or wholesalers. They reach consumers through conventional outlets or structured distribution channels. On the other hand, online sales are on the rise, with Amazon's market share at 4%.

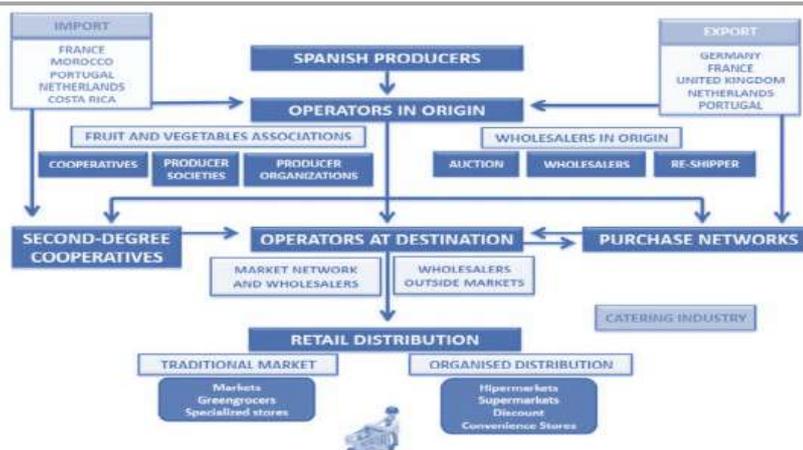
The hard discount retail model maintains its dominance in the German market, with a market share of 50%. The aggregate turnover of the large retail chains exceeds €200 million, and the top five have a combined market share of 68%, led by Edeka.

Meanwhile, in **Spain** Supermarkets are emerging as the preferred channel for consumers to buy fruit and vegetables, with a market share of 30%, although sales in greengrocers also make a significant contribution, with 28% of total sales.



The combined turnover of the top 10 retail chains amounted to 53,192 million euros, an increase of 3% compared to the previous year and a market share of 68.3%.

Some Spanish producers choose to sell their products directly through fruit and vegetable associations or wholesalers at origin. Subsequently, these products may pass through second-tier cooperatives, purchasing networks or destination operators such as wholesalers. Ultimately, consumers obtain these products through traditional retail channels or organized distribution networks.



3. CONSUMPTION

3.1. EU MARKET

Fresh vegetable consumption in Europe decreased by 13.4% in 2022 compared to 2021, totalling 2,322 million kilograms. In **Spain**, household consumption of fresh fruits in 2022 decreased by 12.2% compared to the previous year, and vegetable consumption dropped by 13.4%, according to the Food Consumption Report in Spain 2022 by FEPEX (Spanish Federation of Associations of Fruit Exporters). The consumption of fruit and vegetables per capita per year was 50.2 kilograms, 13.3% less than in 2021 and 11.8% less than in 2019.

Apparent **vegetable consumption in Germany reached 9 million tons**, with a per capita consumption of 109.4 kilograms of vegetables per inhabitant. Fruit consumption totalled 8.7 million tons, with a per capita consumption of 105.6 kilograms of fruit per inhabitant, according to a report by the Institute of Foreign Trade of Spain (ICEX).

3.2. TRENDS AND INSIGHT

TRENDS	INSIGHT
Greater focus on health and well-being	There is a growing awareness of the importance of healthy eating, leading to increased demand for fresh fruits and vegetables, recognized for their high nutritional content and health benefits. ¹
Preference for local and seasonal products	European consumers are showing a greater preference for locally produced and seasonal fresh fruits and vegetables, driving increased interest in locally sourced and sustainable fresh produce. ²
Rise in interest in vegetarian and vegan food	The growing number of people following vegetarian and vegan diets has contributed to increased consumption of fresh fruits and vegetables as healthy and sustainable alternatives to meat and dairy products. ³
Increased availability at retail outlets	Fresh fruits and vegetables are increasingly available in supermarkets, local markets, and specialized stores throughout the EU, making it easier for consumers to access a variety of fresh and high-quality options. ⁴

Market trends show that **fruit and vegetable consumption** has fallen to 349.19 grams per capita per day, less than the 400 grams recommended by the **World Health Organisation (WHO)**. However, the pandemic has sparked a renewed interest in healthy and sustainable food, which represents an opportunity for the agri-food sector to re-launch the market and improve its competitiveness.

To encourage consumption, it is observed that certain segments of the population are more interested in premium products. The impact of COVID-19, the development of e-commerce, and awareness of sustainability have caused a shift in the preferences of consumers, who now value taste, freshness, vitamins, added value, and convenience more.

In the European context, **only 14.3% of consumers eat 5 or more servings of fruits and vegetables per day**, which is the EU's recommended intake. This lack of consumption is due to several factors such as:

- Limited promotion of fruits and vegetables compared to processed foods.
- Perceived as old-fashioned, difficult to eat, and less tasty than other products.
- Association with restrictive diets and meal plans that cut out more attractive foods.
- Lack of knowledge about the benefits of these foods or how to prepare and consume them.
- Lack of diversification and proposals for consuming them at different times of the day.
- Perception as expensive food in a context of rising prices.

In 2019, according to Eurostat data, **up to 33% of the EU population reported not consuming even a single piece of fruit or vegetable per day**. In contrast, **only 12% claimed to adhere to the WHO recommendation of consuming five**

	0 portions	1-4 portions	5 or more portions
EU-27	32,9%	54,7%	12,4%
Germany	33,2%	55,9%	10,9%
Spain	23,4%	65,7%	10,9%
France	25,2%	55,3%	19,5%

Daily consumption of fruit and vegetables by country – Source: Eurostat, 2019

pieces or more.¹⁰ In **Spain** and **Germany**, the percentage of the **population consuming more than five pieces of fruits or vegetables per day is even lower, at 10,9%**.

In general, although it is true that in the **European Union there is a daily consumption** of fruit and vegetables (58.9% and 62.5% respectively), this **does not reach the minimum recommended daily amount** mentioned above.

The consumption trends of fruits and vegetables are at two speeds. The quantities of fruits purchased increase in volume for older individuals -+7% for those aged 50-64 and +20% for those aged 65 or older-, while they decrease for younger households.¹¹

Among the population between 25 and 34 years old, the low consumption of fruits and vegetables stands out. While it is true that there is a daily consumption, it is not enough, according to the recommendations of the health authorities. So much so that in **Spain and Germany about 50% of the population admits to eating any vegetables daily.** Also striking is the case of **France, whose consumers admit to eating less than 7 pieces of fruit per week**, with 14,6%% consuming it 4-6 times a week, 19,5% consuming it only 1-3 times and 8.3% admitting to never consuming it.

A similar situation is faced within the 35-44 years-old segment, with small variations in the group of consumers who never consume neither fruits nor vegetables. A small transfer between consumer groups can be observed, with a decrease in those who never consume fruit or vegetables and a small increase among those who consume between 1-6 times a week.

	SPAIN		GERMANY		FRANCE	
	Fruits	Vegetables	Fruits	Vegetables	Fruits	Vegetables
Never	3,1%	0,7%	4,4%	2,3%	5,8%	1,8%
1-3 times/week	14,9%	25,4	19,9%	21,7%	16,8%	12,9%
4-6 times/week	12,5%	27%	17,8%	29,2%	15,9%	22%
At least once a day	67,8%	46,8%	55,8%	45,9%	58,8%	62,5%

Frequency of fruit and vegetable consumption in France, Spain, and Germany. Range: all ages. - Source: [Eurostat, 2019](#)

	SPAIN		GERMANY		FRANCE	
	Fruits	Vegetables	Fruits	Vegetables	Fruits	Vegetables
Never	4,8%	0,9%	5%	2,3%	8,3%	2,7%
1-3 times/week	20,7%	30,3%	24,3%	18,7%	19,5%	15,2%
4-6 times/week	14,6%	25,8%	23,1%	29,6%	14,6%	25,8%
At least once a day	57,1%	42,8%	45,8%	47,8%	49,7%	58,4%

Frequency of fruit and vegetable consumption in France, Spain, and Germany. Range: 25-34 years old. - Source: [Eurostat, 2019](#)

	SPAIN		GERMANY		FRANCE	
	Fruits	Vegetables	Fruits	Vegetables	Fruits	Vegetables
Never	3,4%	0,8%	4,3%	1,9%	6,5%	1,5%
1-3 times/week	17%	26,2%	21,4%	20,1%	21,1%	14,6%
4-6 times/week	14,4%	28,2%	19,3%	30,4%	19,9%	26,4%
At least once a day	63,7%	44,8%	51,7%	47,2%	49,2%	56,9%

Frequency of fruit and vegetable consumption in France, Spain, and Germany. Range: 35-44 years old. - Source: [Eurostat, 2019](#)

3.3. BROCCOLI

In the last 13 years, **Spain** has gone from consuming 200 grams per capita per year to the current 2 kilograms in 2023, making it one of the preferred vegetables of Spaniards. In 2022, Spain exported broccoli (together with cauliflower) worth 122 million euros to other countries, compared to the 100 million euros recorded in 2021, according to ICEX sources. **This indicates that this product generates interest in other markets and is more highly valued by consumers** when it comes to healthy cooking. This vegetable is usually consumed in autumn and winter.

Germany is one of the European countries with the highest consumption of broccoli. Each German consumer eats an average of 5 to 6 kilos per year, as Germans are becoming more and more health-conscious and demand higher quality products. In addition, when the weather is not warm, Germans prefer to eat broccoli to other fruits and vegetables. And they consume it grilled, fresh or frozen. A vegetable that is on the rise due to its many benefits, 49.6% of German households consume it, according to the latest study carried out by ICEX in the German market.

Considered as a "super-vegetable" for the nutrients it contains, broccoli is undoubtedly one of the major players by nutritional value, providing a good number of vitamins, such as vitamin A, beta-carotene B1, B2, B6, E or vitamin C. This range of vitamins makes broccoli a natural antioxidant, mainly due to vitamin C, which contributes to the protection of cells against oxidative damage. In addition, it is a source of fat-free fiber (3g per 100g), which makes it a satiating but low-calorie food product. Finally, broccoli also provides iron, a mineral that contributes to the normal functioning of the immune system, as well as reducing tiredness and fatigue.

3.4 ARTICHOKES

The countries with the highest consumption of artichokes in Europe are Italy, France and Spain. Outside Europe, it would be the USA. All these markets have a perception of artichokes as a healthy product with great health benefits, eaten both for lunch and for dinner.

Spanish households consumed almost 56,000 tonnes of fresh artichoke in 2021, to which must be added the 12,000 tonnes of fresh artichokes consumed in the catering sector. It is mainly consumed at mealtimes and outside the home,

¹⁰ [World Health Organization dataset, 2024](#)

¹¹ [Transformations de l'agriculture et des consommations alimentaires, Ministry of Agriculture of France, 2024](#)

in bars and restaurants, where its consumption has increased in the most in recent years (5%). One of the reasons for its growth within this segment is the great cooking versatility it offers, especially for professional chefs who can use it to prepare varied and healthy recipes.

Germany has become the fourth largest importer of artichokes in Europe after France, Italy and Belgium. This fact confirms that **this market is very interested in consuming this product**. The artichoke is consumed both for lunch and dinner and in different types of dishes and recipes. It is a food that is trusted by consumers to take care of their organism due to its beneficial properties.

The purchasing behaviour of Germans when buying fruit and vegetables depends, to a large extent, on household income. Although financially strong households spend much more on fruit and vegetables than those with lower incomes, more than half of the households, even among the upper class, limit their purchases of fresh produce due to inflation. A current Juice Plus+ survey shows that artichokes rank surprisingly high in this population group, at 12%. In the case of people with low incomes, the percentage is only 4%. Artichokes are one of the most versatile foods.

Artichokes are an essential part of Mediterranean cuisine although they are grown throughout Europe, America and the Middle East. Including artichokes in the diet can have many health benefits, such as strengthening the immune system, maintaining cholesterol levels and protecting against certain diseases.

Although its harvesting varies according to the area, the artichoke is a winter vegetable, and its season usually begins in October and lasts until May.

4. SWOT ANALYSIS

4.1. SPAIN

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • EU leading F&V producer and exporter (including broccoli & artichoke). • Top five countries by value of agricultural production. • F&V sector has a strong market position. • Producers put an emphasis on Quality, Safety, Sustainability and Taste. Large number of different products and varieties. • Sustainable productive model respecting the environment. • Favourable weather and climate conditions that provide a suitable environment for the use of new technologies and development of new varieties. • Spain has 46,5 M of potential consumers. 	<ul style="list-style-type: none"> • Decreasing F&V consumption in general. • Health benefits of F&V are not well known. • F&V productions are subject to external climate conditions, which can largely impact the derived yields (e.g., severe heatwaves that have become increasingly common, deteriorate the production). • Research & innovation, the sector needs to invest more. Difficulty to open new markets. • High salary costs, compared to 3rd countries.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Market developments: there is a growing global demand for F&V that are produced in a safe and resource-efficient manner and are of a consistently high quality. • Consumers want more information on production methods. Spanish F&V sector is based on innovation and good logistics. • The technological development will allow producers to improve production techniques (efficiency in the use of water, soil and breeding techniques). • More than 50% of the population admits not to eat vegetables daily. 	<ul style="list-style-type: none"> • F&V are specific agricultural products, highly perishable, and subject to climatic variations. • Strong competition from 3rd countries (South Africa, Morocco, Turkey, Egypt, South American countries, China, etc.) with lower production costs and prices. • Strong competition of ultra-processed foods. • Lack of information on F&V fruit production methods. • Climate change, droughts and unprecedented storms.

4.2. FRANCE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Commitment of the French consumer with the origin of fruits, even over their price. • High organic production compared to other countries. • Motivated and organized sector that has experimental programs in place. • Creates opportunities and jobs in rural environments and lowers dependency from growers outside the EU. • France is Europe's 4th F&V producer. 	<ul style="list-style-type: none"> • Strong competitors: Spain, Morocco. • Relatively low production, although stable and even growing. • Low awareness of the sector and its efforts among the general public. • Consumers admit to eating less than 7 pieces of fruit per week. • Health benefits of F&V are not well known in France.
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • Preoccupation of the consumer with sustainability and the environment. • Growing awareness of consumer about the health benefits of eating fruit. 	<ul style="list-style-type: none"> • Continued inflation may further diminish the consumption of all fresh fruits and vegetables, strawberries comprised. • The image as a ‘thirsty’ crop may damage it if the drought in the South of France continues. • Strong competition of ultra-processed foods. Lack of information on F&V production methods. •
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4.3 GERMANY

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Top five countries when comes to value of agricultural production. • German consumers want Freshness, Quality, Safety, Sustainability and Taste. The German market demand large numbers of different products and varieties. • German consumers care about sustainable productive model respecting the environment. • Germany has a limited production of F&V. 	<ul style="list-style-type: none"> • Decreasing of F&V consumption in general. • Consumers do not know where the F&V come from Health benefits of F&V are not well known in Germany. • Germany more than 50% of the population admits not to eat vegetables daily.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Market developments: globally there is a growing demand for F&V that are produced in a safe and resource-efficient manner and are of a consistently high quality. • Germany has 83,5 M of potential consumers. • Consumers want more information on production methods. Demand for sustainable products is rising. 	<ul style="list-style-type: none"> • Strong competition of ultra-processed foods. • Lack of information on F&V production methods • Climate change, droughts, and unprecedented storms.

CONCLUSION.

Challenges and communication strategies

After analyzing the market for these three foods, the new CUTE FRESH, HEALTHY 2 campaign included in the programme ‘**Eucofel Programa de Promoción del Brócoli de España, Alcachofa de España y Fresas y Frambuesas de Francia**’ (Eucofel Promotion Programme for Spanish Broccoli, Spanish Artichoke and French Strawberries and Raspberries) offers the following challenges and strategies for effective communication:

- To counteract the misperception that fruits and vegetables are expensive.
- Raise awareness of the nutritional benefits of eating fresh fruits and vegetables in a balanced diet, linking it to an active lifestyle through sport.
- Encourage the consumption of at least five portions of a variety of fruits and vegetables per day.
- Achieving the recommended 400g per capita per day by incorporating a piece of fruit or vegetable into the daily diet of European consumers would increase the size of the European market by almost 20%, or 15 million tonnes.
- Raise awareness of the benefits of a healthier lifestyle through fun and easy ideas to incorporate fruit and vegetable consumption into daily routines.
- Have an effective impact on our target audience: millennial mothers and fathers aged 25-44 who have children and share an interest in sport and a healthy and active lifestyle.
- Improve the competitiveness and consumption of agri-food products from Europe and highlight their quality.
- Raise awareness of the place of fruit and vegetables in the food pyramid and the health benefits of their consumption.
- We will also highlight the importance of choosing local and seasonal products, and thus support local fruit and vegetables that are produced in a specific area and whose producers are committed to maintaining the highest possible quality and to preserving the natural beauty of their products.

Challenges in sustainability, quality and tradition

Following the recommendations of the **European Commission** and the evaluating body, we are committed to consolidate a segmented communication focused on the market and mainly on three seasonal products with the best nutritional benefits: **broccoli and artichokes from Spain and Germany, and strawberries and raspberries from France.**

- The sector needs to reinforce its message to demonstrate that it operates within a sustainable food systems format to offer affordable and nutritious products for consumers to adopt a diet based on healthy food.
- It should highlight its strong role in sustainability throughout its production process, being environmentally friendly. Emphasis would also be placed on its nutritional benefits and its role in a balanced diet. In addition, internationalization is key to expanding the presence of these three foods with high growth potential, adapting them to the needs of each market. In conclusion, the new **European CUTE FRESH, HEALTHY 2** programme would contribute to proactively and effectively communicate the values of the three products, such as quality, tradition, and commitment.

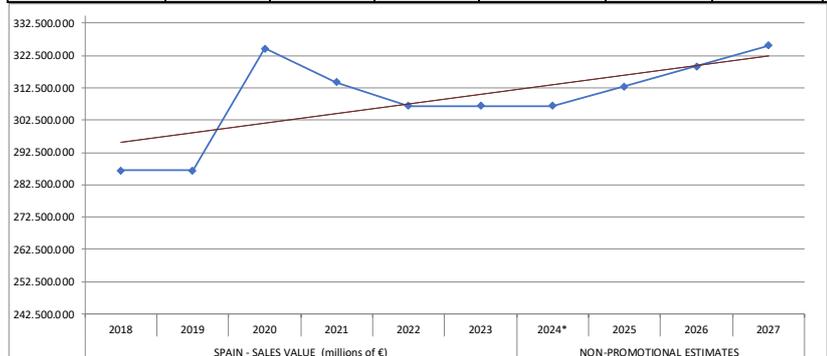
DETERMINATION OF SMART PROGRAMME OBJECTIVES

For the definition of the objectives of the programme, we will start from the market study previously exposed, as well as the positioning studies of European broccoli, artichokes and strawberries. The objectives of the program have been defined according to the situation and the market analysis established in the previous point, as well as the activities, which have been adjusted to what is specified in the SWOT analysis. Thus, we set the following specific objectives in accordance with the Annex to Regulation 1144/2014.

A. BUSINESS OBJECTIVE - ECONOMIC IMPACT:

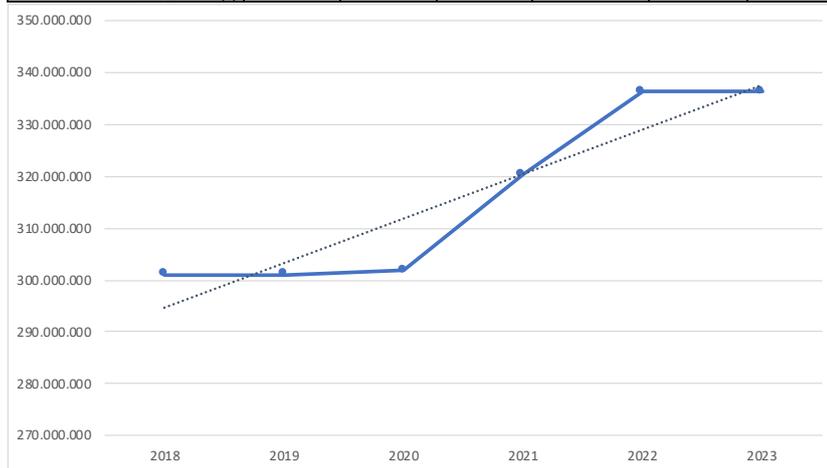
SPAIN: To add value and grow sales: The series appears to have a very slight decreasing trend, around -0.0000067% per data point. With this project, we aim to mitigate this slight decline and achieve a **10% growth** in the economic value of Spanish broccoli and artichokes in the Spanish market.

	SPAIN - SALES VALUE (€)						NON-PROMOTIONAL ESTIMATES					OBJECTIVE
	2018	2019	2020	2021	2022	2023	2024*	2025	2026	2027	2025-2027	2025-2027
SPAIN - BROCOLI	180.000.000	180.000.000	195.200.000	196.000.000	200.000.000	200.000.000	200.000.000	200.000.000	200.000.000	200.000.000	200.000.000	220.000.000 €
SPAIN - ARTICHOKE	107.009.175	107.009.175	129.451.387	118.150.914	106.811.138	106.811.138	106.811.138	106.811.138	106.811.138	106.811.138	106.811.138	117.492.252 €
TOTAL SPAIN	287.009.175	287.009.175	324.651.387	314.150.914	306.811.138	306.811.138	306.811.138	312.947.361	319.206.308	325.590.434	319.248.034	337.492.252 €



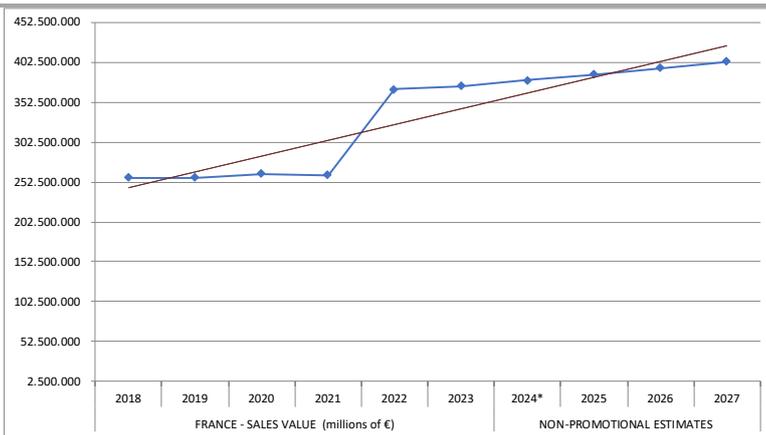
GERMAN: Given the series' very slight decreasing trend, approximately -0.0000105% per data point, our aim is to leverage promotional efforts to achieve a **10% growth** in export volume for Spanish broccoli and artichokes in the German market over the course of three years.

	SPAIN - EXPORT (€)						NON-PROMOTIONAL ESTIMATES					OBJECTIVE
	2018	2019	2020	2021	2022	2023	2024*	2025	2026	2027	2025-2027	2025-2027
SPAIN BROCOLI TO GERMANY (T)	147.254	147.254	150.367	159.568	167.180	167.180	167.180	167.180	167.180	167.180	167.180	183.898 €
Value (€) 2.000€/T	294.507.040	294.507.040	300.734.660	319.136.520	334.360.100	334.360.100	334.360.100	334.360.100	334.360.100	334.360.100	334.360.100	367.796.110
SPAIN ARTICHOKE TO GERMANY (T)	3.245	3.245	559	591	976	976	976	976	976	976	976	1.074 €
Value (€) 2.000€/T	6.490.780	6.490.780	1.118.000	1.182.000	1.952.000	1.952.000	1.952.000	1.952.000	1.952.000	1.952.000	1.952.000	2.147.200
TOTAL SPAIN (T)	300.997.820	300.997.820	301.852.660	320.318.520	336.312.100	336.312.100	336.312.100	339.675.221	343.071.973	346.502.693	349.967.720	369.943.310



FRANCE: Based on the series, which appears to have a very slight decreasing trend, approximately -0.000006% per data point, the objective is to achieve a **10% growth** in both sales volume and value for French strawberries in the French market.

	FRANCE - SALES VALUE (millions of €)						NON-PROMOTIONAL ESTIMATES					OBJECTIVE
	2018	2019	2020	2021	2022	2023	2024*	2025	2026	2027	2025-2027	2025-2027
FRANCE	257.941.515	257.941.515	262.551.630	261.280.073	368.347.272	372.000.000	379.440.000	387.028.800	394.769.376	402.664.764	394.820.980	417.384.000



Methodology: Analysis of historical series and consumption data from official sources - ICEX - Ministry of Agriculture, Fisheries and Food (MAPA)- Ministère de l'Agriculture, de l'Agroalimentaire et de la Forêt (France) - Eurostat

B. AWARENESS-RAISING AND SENSITIZATION OBJECTIVES

Objectives by Market and Overall European Outcome:

Spain (ESP):

1. Increase awareness of the importance of consuming European broccoli and artichokes among Spanish consumers by 20.74% during the three years of the campaign.
2. Generate 24,743,800 leads of Spanish consumers interested in healthy eating habits related to European products during the three years of the campaign.

Germany (GERM):

1. Increase awareness of the importance of consuming European broccoli and artichokes among German consumers by 31.48% during the three years of the campaign.
2. Generate 16,509,500 leads of German consumers interested in healthy eating habits related to European products during the three years of the campaign.

France (FRANCE):

1. Increase awareness of the importance of consuming European strawberries among French consumers by 13.04% during the three years of the campaign.
2. Generate 25,618,000 leads of French consumers interested in healthy eating habits related to European products during the three years of the campaign.

Overall European Goal:

1. Achieve a 21.75% increase in the positive perception of European fruits and vegetables among consumers aged 25 to 44 in Spain, Germany, and France within a three-year period.
2. 66,871,300 leads generated across Spain, Germany, and France, representing approximately 26.20% of the total of 255,418,000 total impacts, demonstrating real efficiencies based on mathematical calculations.

Target Audience Approach:

- **Spain:** We will focus on engaging with Spanish consumers aged between 25-44 years, leveraging tailored messaging and campaigns to reach out to the target audience of 11,999,765 individuals. Our efforts will aim to increase awareness of the importance of consuming European broccoli and artichokes, promoting healthy eating habits related to European products. Through targeted communication channels and strategies, we will seek to resonate with Spanish consumers and drive meaningful engagement.
- **Germany:** Our strategy will be geared towards the German market, where we aim to capture the attention of 20,938,878 individuals aged between 25-44 years. By delivering targeted campaigns and content, we will work towards increasing awareness of European broccoli and artichokes among German consumers. We will tailor our messaging to align with the preferences and behaviors of the German audience, fostering a deeper understanding of the benefits of consuming European produce.
- **France:** In France, we will target the audience of 15,340,761 individuals aged between 25-44 years, delivering tailored campaigns to raise awareness of European strawberries. Through strategic messaging and communication efforts, we will highlight the unique qualities of European strawberries and their importance in a balanced diet. Our goal is to resonate with French consumers, encouraging them to make informed choices when selecting their food options.

Methodology:

- The detailed methodology can be found in point 2.5 of the project.
- The established guidelines and procedures for the execution of the plan will be followed.
- A specific team will be assigned to carry out each stage of the project.

- Periodic reviews will be conducted to assess progress and make adjustments as needed.

Focus of the Objectives:

- All messages will focus on increasing sales and improving the image of European fruit and vegetables.
- The health properties of these products and their European origin will be highlighted.
- The importance of increasing fruit and vegetable consumption to promote a healthy lifestyle will be emphasized.
- The ultimate goal is to contribute to a healthier European population and reduce the incidence of diet-related diseases.

C. SMART OBJECTIVES SUMMARY

For these objectives to be SMART (specific, measurable, achievable, results-oriented and limited in time) they must be framed within a plan of activities that allows the achievement of these within a certain period. These specific objectives respond to the SMART analysis applied to the campaign:

SMART OBJECTIVES				
		SPAIN	GERMAN	FRANCE
S	Specific	Increase awareness of the importance of consuming European broccoli and artichokes among Spanish consumers by 20.74% during the three years of the campaign.	Increase awareness of the importance of consuming European broccoli and artichokes among German consumers by 31.48% during the three years of the campaign.	Increase awareness of the importance of consuming European strawberries among French consumers by 13.04% during the three years of the campaign.
		Achieve a 21.75% increase in the positive perception of European fruits and vegetables among consumers aged 25 to 44 in Spain, Germany, and France within a three-year period.		
M	Measurables	Generate 24,743,800 leads of Spanish consumers interested in healthy eating habits related to European products during the three years of the campaign	Generate 16,509,500 leads of German consumers interested in healthy eating habits related to European products during the three years of the campaign.	Generate 25,618,000 leads of French consumers interested in healthy eating habits related to European products during the three years of the campaign.
A	Achievable	66,871,300 represents approximately 26.20% of the total of 255,418,000 total impacts, so real efficiencies have been estimated based on mathematical calculations.		
R	Economic Result	All of them are focused on achieving results on sales that translate into an estimated ROI in SPAIN 19.08 in GERMANY 20.98 in FRANCE 17.07		
T	Time	They are temporally constrained to be achieved within the total 3-year duration of the program and annually according to the schedules of actions.		

1.3 Complementarity with other actions – EU dimension

Complementarity with other actions (including continuation of previous campaign/s)

EUCOFEL has submitted over the years the following projects within the EU Regulation nº1144/2014:

PROJECT	ID	CALL	BUDGET	DURATION	MARKETS	VISUALS
EUFV – CuTE	826049	AGRI-MULTI-2018	4,799,792.67€	36 months	Germany, Greece, France, Spain, Poland	
CuTE – Solar	874602	AGRI-MULTI-2019	1.950.000€	36 months	Belgium, Germany, Spain	
CuTE – 4You	101020593	AGRIP-MULTI-2020-CRISIS	784,360€	12 months	Belgium, Germany, Spain	
CuTE – HEALTHY	101015737	AGRI-MULTI-2020	5,122,244€	36 months	Belgium, Germany, France, Spain	

This project is a **continuation of a project started in 2021 to 2024 called CUTE-Healthy**, with ID 101015737. Motivated by its successful results and driven by the identified necessity of conveying the EU values concerning the importance of having healthy lifestyle, we have decided to continue this previous project. This continuity programme responds to a strategic line followed by the Interprofessional to highlight the importance of insisting on the 5 fruits and vegetables per

day habit to raise and keep awareness among children and millennial families about this topic. As can be seen from the campaigns carried out, the organization's commitment to these messages is manifest. Campaigns co-financed together by the EU, private initiatives and the organisation's own funds will continue to be supported.

The coordination of the activities and execution times of the different campaigns will be carried out by the coordinator of the program, ensuring the perfect coexistence between them and the maintenance of continuous communication with the consumer.

With this new project, EUCOFEL reaffirms our strong commitment to the creation of fruit and vegetable consortia in Europe, with the purpose of promoting European agricultural products. Over time, we have maintained ongoing programs that support this mission. At this moment, we are closing a cycle with our current project, coinciding with the anticipated review of EU promotion policy. It would be a great honor for us to receive this "final" funding and thus successfully conclude the consolidated project promoting fruits and vegetables in Europe. We sincerely appreciate your consideration and continuous support for our initiatives. We are eager to continue collaborating with you to promote the consumption of European agricultural products and improve the health and well-being of our citizens.

EU dimension .

Our proposed communication strategy is directly related in every respect to the objectives highlighted under AGRIP-MULTI-2024-TC-ORG-SUST of the 2020 Call for Proposals Multi programme.

More specifically, we will be conveying the benefits of eating European fruit and vegetables across social media channels, via the programme website, the point of sales in Belgium, France, Germany and Spain and at our proposed events.

EU fruit and vegetables producers stand to benefit directly from our **central objective to increase the consumption of EU fruit and vegetables among target countries and audiences.**

CuTe-FRESH's message strategy is 100% European:

CULTIVATING A HEALTHY EUROPE WITH FRESH FRUIT AND VEGETABLES FROM EUROPE
Join the #LongLifeChallenge
ENJOY IT'S FROM EUROPE

EU visibility is integrated across programme messaging and the EU emblem will feature prominently across activities and collateral, the programme will refer to the EU slogan "Enjoy it's from Europe" and the EU emblem clearly to leave no doubt as to the EU's programme contribution. We will ensure that all written materials properly and extensively acknowledge the role the EU plays in promoting food standards, increasing the competitiveness of the EU market, fostering sustainability and rewarding producers.

Keywords and phrases such as "Europe", "EU" and "European" will be incorporated at every opportunity within headlines, hashtags and other eye-catching elements. All programme imagery will accurately reflect the geography of the EU countries concerned and of products grown in the EU. It is important to also emphasise that the programme is sustainable by design, through its focus on building lasting online communities and reaching out to opinion leaders.

2. QUALITY

2.1 Concept and action strategy

Concept and action strategy

Starting Point – Continues program

We are going to develop an information and promotion programme aimed at increasing the consumption of fresh fruit and vegetables on the internal market in the context of balanced and appropriate dietary practices.

All the messages of this campaign on fruit and vegetables will be aimed at highlighting the benefits of consuming fruit and vegetables as part of a balanced and appropriate diet, and the way we are aiming to communicate this is through the development of a **social movement in favour of the consumption of European fruit and vegetables.**

We will work in line with the Commission, developing a programme committed to **promoting good dietary practices** in line with the European Commission's White Book and its perspective on nutrition, overweight and obesity-related health issues. Actions will highlight the benefits and importance of consuming fresh fruit and vegetables as part of a balanced diet.

All the messages that we are going to put forward are associated with encouraging the consumption of at least 5 portions of a variety of fruits and vegetables every day; explaining the place of fruit and vegetables in the food pyramid,

recommending different healthy consumption times linked to modern and healthy lifestyles and, lastly, communicating the healthy impact that fruits and vegetables have on a balanced diet.

We propose a **CONTINUITY CAMPAIGN OF CUTE HEALTHY** to be carried out in **Spain, Germany, and France** as the main markets, aiming to optimize the investment and achieve the degree of compliance with the objectives in a concrete and quantified way during the next three years, 2025 - 2026 - 2027.



The strategy we are going to propose addresses the challenges identified in the market analysis and is consistent with the objectives defined in the programme. In this way, we will describe:

1. The target groups of the programme. Definition of profiles and degree of knowledge of the product.
2. Communication strategy that will provide a solution to the degree of knowledge of the product from part of the target groups.
3. European message and main messages.
4. Adaptation of the messages to the different target groups.
5. Strategy of actions to be developed in order to achieve the set objectives.

This campaign is part of a CUTE communication umbrella already developed and explained in the ANNEX 4.

What we've done over the last three years

We created the healthiest challenge.

To lead a healthier and more balanced life, you don't need to make an Olympic effort, nor do you need to be an elite athlete. All it takes is a few small everyday gestures, such as, for example, including fruit and vegetables on your plate. As easy as that! It's as easy as starting your day full of Orange Power, with the energy and vitamins of oranges and mandarins from Spain. As taking an apple to work and discovering that a snack can also be healthy. As going green with asparagus and broccoli and discovering that a salad is everything but boring! Or turning berry, having a fresh bowl of French strawberries, or a blueberry smoothie before or after the gym! What are you waiting for? Join the healthiest challenge of Europe! Join the #LongLifeChallenge and compete for a better life by eating 5 fruits and vegetables a day.



A project with many activities, among which it is worth highlighting:



ATHLETES COLLABORATION and KOL and KOC CAMPAIGN and GYM COLLABORATION



OOH ADVERTISING – with 6 BUSES in PARIS, 2 TRAMS in BERLIN



SCREENS IN MEDICAL OFFICES, DIGITAL ADVERTISING and DIGITAL TV and more than 240 broadcast during 16 weeks in RADIO:



POS ACTIVATION WITH DECORATION in Spain, France and Germany:



POS ACTIVATION WITH POS TASTING ACTIONS across all Germany and a very important **ROADSHOW** with 60 days of action, with 4 vans in supermarkets.



With numerous actions throughout Europe and with a successful finale that has exceeded 200M impacts. Now we want to give continuity to this project not only in the message but also in the actions, so we propose a scheme of similar actions for the next three years and in the three target markets that we will then analyze.

Starting context of the program strategy:

The **fruit and vegetable sector is one of the strongest industries at the European level**, although the total production of fruits and vegetables in the European Union can vary from year to year and depends on various factors such as weather conditions, agricultural policies, and other economic and social factors. According to Eurostat data, the total production of fruits and vegetables in the EU was around 320 million tonnes in 2023. Production is concentrated in countries such as Spain, Italy, Poland, and Romania.

Fruit and vegetables are today an **indispensable part of the baskets of European consumers**, whose interest in **adopting a healthy and balanced diet is far from being a trend, but rather a healthy lifestyle habit that is here to stay**. They are a very **appreciated and recognized food**, with great nutritional properties attributed to them.

A good example of this can be found in Spaniards, who, in 2023, spent more than 10.29 billion euros on fresh F&V; or the Dutch, who, in 2019, consumed 5 or more F&V a day.

With factors such as **convenience, health and pleasure** as the main purchasing criteria, European consumers **increasingly consider essential to count with F&V in their daily diet**.

Global strategy on diet, physical activity and health

Fruits and vegetables are essential components of a healthy diet, and a sufficient daily consumption could contribute to the prevention of major diseases, such as cardiovascular diseases and some cancers.

A WHO and FAO report recommends the intake of at least 400 g per day of fruits and vegetables (excluding potatoes and other starchy tubers) to prevent chronic diseases such as heart disease, cancer, diabetes or obesity, as well as to prevent and mitigate various micronutrient deficiencies, especially in less developed countries.

The WHO Global Strategy on Diet, Physical Activity and Health emphasizes increasing fruit and vegetable consumption as one of the recommendations to be considered when developing national dietary policies and guidelines for both the population and individuals.

WHO and FAO launched in Rio de Janeiro in November 2003 a joint initiative to promote the consumption of fruits and vegetables as one of many integrated measures in the implementation of the **Global Strategy on Diet, Physical Activity and Health**. The overall goal of this initiative is to strengthen, promote and protect health in the context of a healthy diet, by guiding the development of sustainable measures at community, national and global levels, which, taken together, lead to the reduction of the risk of chronic diseases through increased consumption of fruits and vegetables.

An outreach programme which **will also be in line with a message based on good dietary practices** based on Reg. EU 1924/2006 and in line with the European Commission's '**White Book on Nutrition, Overweight and Obesity Strategy**'.

Exceptional products

Eating a variety of fruits and vegetables is essential for maintaining good health and overall well-being. Among these, broccoli, artichokes, and strawberries stand out for their **unique nutritional benefits**.

Broccoli:

- Rich in vitamins and minerals, including vitamin C, vitamin K, folate, and fiber.
- High concentration of antioxidants that may help reduce the risk of chronic diseases, such as heart disease and certain types of cancer.
- Beneficial for the immune system and digestive health.

Artichokes:

- Excellent source of fiber, vitamin C, vitamin K, and antioxidants.
- Promote digestive and liver health.
- May help reduce cholesterol levels and protect against oxidative stress and inflammation.

Strawberries:

- Abundant in vitamin C, manganese, and antioxidants such as flavonoids and phenolic acids.
- Beneficial for cardiovascular health and regulation of blood sugar levels.
- Contribute to skin health due to their anti-inflammatory properties and water content.

The message to convey to encourage increased consumption of fruits and vegetables, including broccoli, artichokes, and strawberries, is clear: by incorporating these nutritious foods into our diets, we can promote better health outcomes and contribute to a healthier Europe. A diet rich in fruits and vegetables is associated with a reduced risk of chronic diseases and can help individuals live longer, healthier lives. Let's make the choice to prioritize our health and well-being by enjoying a variety of colorful and nutrient-rich fruits and vegetables every day.

10 Health Benefits of...

Strawberries

1. Regulate Blood Pressure
2. Promote Pre-Natal Health
3. Boost Immune System
4. Promote Eye Health
5. Fight Bad Cholesterol
6. Anti-Inflammatory
7. Anti-Bacterial
8. Anti-Cancer
9. Anti-Viral
10. Anti-Aging



10 Health Benefits of...

Artichokes

1. Maintains a Healthy Heart
2. Reduce Bad Cholesterol
3. Prevents & Treats Cancer
4. Balance Glucose Levels
5. Relieves Hypertension
6. Good for Liver Health
7. High in Anti-Oxidants
8. Improves Digestion
9. High in Fibre
10. Diuretic

EatHealthyLiveFit.com



10 Health Benefits of...

Broccoli

1. Anti-Oxidant
2. Prevents Cancer
3. Natural Anti-Biotic
4. Cleanses Intestines
5. Great Source of Fibre
6. Keeps Skin Young & Glowing
7. Maintains a Healthy Heart
8. Rich in Calcium
9. Protects Eyes
10. Anti-Viral



Importance and involvement of the European fruit and vegetable sector in the European consumer's lifestyle

The CUTE Healthy programme is perfectly in line with the measures to support Europeans, promoted to date by the EU to protect the health, safety and the interests of consumers. In this sense, it should be remembered that fruit and vegetable production methods respond to a demanding European model, **capable of guaranteeing high levels of quality and traceability**. In this sense, consumers have shown in different surveys that their eating habits and choices of purchase are **influenced not only by the price factor**, but also by **origin, food safety, taste and nutritional value**. These are values that they appreciate and which offer **great potential for growth and interests** within our fruit and vegetable sector. The interests of the consumers **have never been so close to the supply that our producers can achieve**. An activity, moreover, that enables Europe to have landscapes that are taken care of, as well as **confronting issues such as depopulation and desertification**.

The CUTE Healthy information campaign will therefore help to guarantee that citizens receive **transparent, truthful and objective information** on fruit and vegetables, as **opposed to the lack of knowledge or fake news that arise from popular beliefs**, such as that they can **replace the intake of these foods** with juices, concentrated nectars, desserts, compotes or vitamin-enriched drinks. Such a programme would reinforce the **positive messages about fresh European fruit and vegetables** and the beneficial effects on the **health of consumers**. We will encourage Europeans to join to a **healthy lifestyle** based on foods that are beneficial to all consumers, **harvested with the maximum guarantees** (cutting-edge European production model), alongside **regular physical exercise** and a **varied**

and balanced diet. Sport, food and health, messages that are indissolubly linked in an ambitious and socially responsible information campaign.

Motivation for the choice of target and trend analysis. Reason Why:

- **Increase the consumption of fruit and vegetables.** Spain is below the recommended consumption of fruit and vegetables, despite being the leading producer country in the European Union. In this way, this programme will target households' **purchase responsible individual**.
- **Promoting healthy eatings habits.** A healthy diet rich in fruit and vegetables is key to preventing chronic diseases such as diabetes, cardiovascular diseases or cancer. This is especially true for those over 18 years of age who carry out a healthy lifestyle (athletes) or see influencers as role models in their life.
- **Spread our message of health. Keep society informed of the benefits of fruit and vegetable consumption,** especially among households' **purchase responsible individuals**.
- **Fight against childhood obesity .**To act effectively, educating in healthy lifestyles and modifying the habits of households **purchase responsible individuals, as well as in every member of the family,** in order to improve the eating environments.

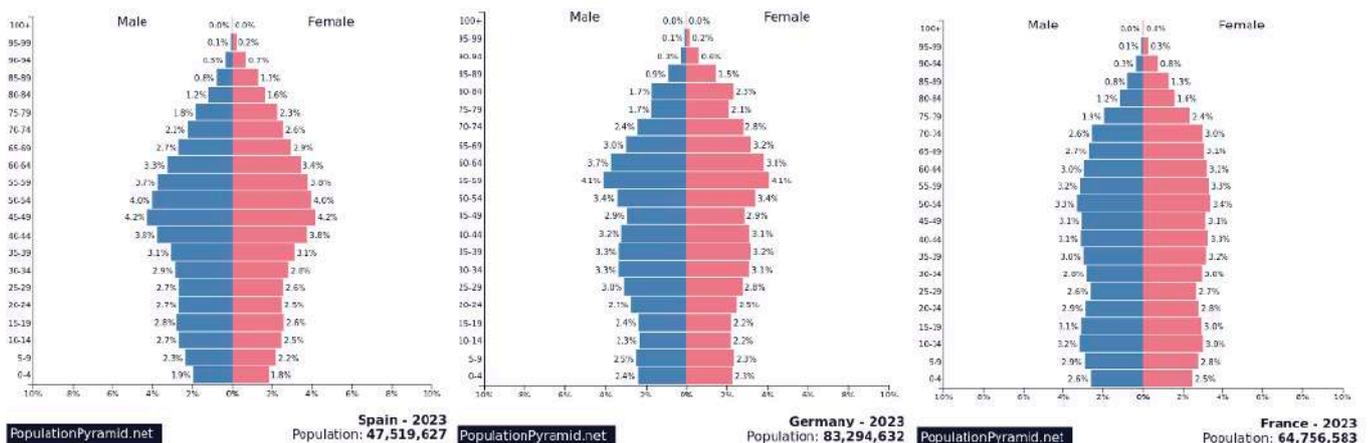
Target Groups

The preliminary study and analysis carried out, along with the results and conclusions obtained after the development of the European program CUTE, as well as the campaigns developed in the 3 countries, allow us to obtain a rough image of our target, a wide target that we need to focus on to achieve better results: the reductionist target.

Countries and markets: SPAIN, GERMANY, FRANCE

Target Audience: The campaign is aimed at the final consumer, but especially at young people aged 25-44 with and without children, who are responsible for household purchases. It is also important to raise awareness among parents of younger children (i.e., parents with children aged 0-8 years). Our target audience fits this sociodemographic profile and represents the following percentage in the population pyramid.

Target quantification per country:



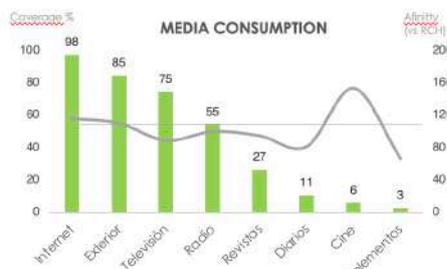
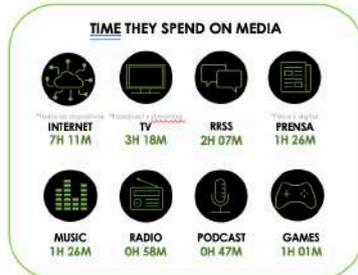
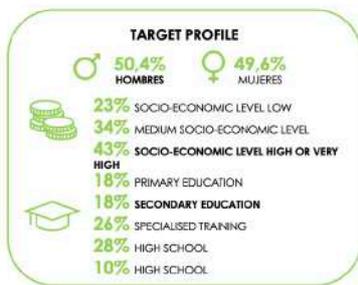
Sociodemographic and quality target per country."

		Spain		German		France	
GEN	Age	Male	Female	Male	Female	Male	Female
ALFA	0-4	946.342	894.918	1.991.731	1.888.393	1.715.727	1.644.558
	5-9	1.141.804	1.075.426	2.060.208	1.954.485	1.914.192	1.833.766
GEN Z CENTENIALS	10-14	1.292.046	1.211.541	1.931.311	1.825.739	2.050.226	1.956.663
	15-19	1.295.014	1.216.942	1.965.088	1.840.387	2.006.365	1.908.734
	20-24	1.260.728	1.185.827	2.273.322	2.065.772	1.883.571	1.822.117
MILENIALS	25-29	1.277.608	1.240.283	2.537.830	2.306.922	1.710.573	1.738.512
	30-34	1.370.157	1.354.767	2.788.739	2.603.775	1.853.685	1.945.055
	35-39	1.509.909	1.528.836	2.780.185	2.654.113	1.932.147	2.050.165
	40-44	1.859.420	1.858.785	2.655.038	2.612.276	2.014.393	2.096.231
GEN X	45-49	2.013.751	1.980.610	2.420.843	2.405.322	2.034.740	2.079.522
	50-54	1.880.499	1.875.577	2.858.996	2.842.789	2.112.044	2.167.024
	55-59	1.742.167	1.787.912	3.402.026	3.391.711	2.042.918	2.146.055
BABY BOOMERS	60-64	1.516.037	1.603.942	3.103.890	3.186.767	1.903.701	2.066.829
	65-69	1.233.924	1.356.668	2.461.361	2.666.109	1.759.173	1.989.640
	70-74	1.046.203	1.210.266	2.015.733	2.335.978	1.670.853	1.950.155
SILENCIOSA	75-79	837.496	1.050.803	1.424.742	1.749.837	1.148.874	1.424.574
	80-84	528.596	750.579	1.400.365	1.935.442	735.820	1.032.921
	85-89	369.457	635.833	747.464	1.235.821	483.178	848.163
	90-94	153.229	325.713	236.683	508.862	207.431	499.861
PERDIDA Y GRANDIOSA	95-99	31.718	92.024	49.555	153.442	46.722	169.021
	100	2.950	12.311	4.264	21.304	4.654	26.062
	Total	23.309.055	24.249.563	41.109.374	42.185.246	31.230.987	33.395.628
	Total		47.558.618		83.294.620		64.626.615
MILENIALS	Total	6.017.094	5.982.671	10.761.792	10.177.086	7.510.798	7.829.963
	Total TARGET CAMPAING		11.999.765		20.938.878		15.340.761

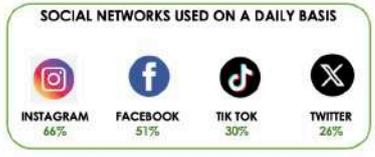
Target media consumption:

To prepare the most effective and efficient action plan, we have taken into account a vital aspect: the media consumption habits of our target audience. Understanding how our potential customers interact and where they obtain information is crucial for directing our strategies accurately and effectively. Through detailed analysis of our target's media consumption behavior, we have identified the most relevant channels and platforms to reach them effectively and achieve a greater impact with our marketing efforts. This approach allows us to optimize our resources and design campaigns that resonate with our audience in a meaningful way, ultimately generating more successful and satisfying results.

IND 25-44 SPAIN

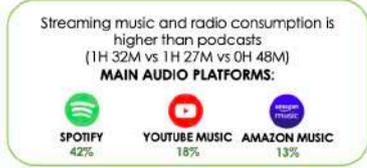
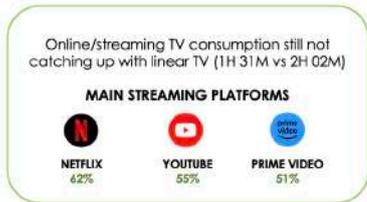
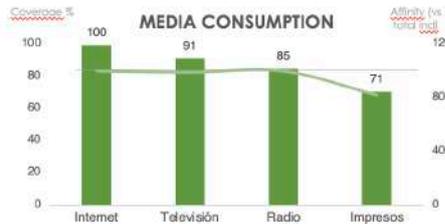


The internet leads the ranking in terms of coverage, far ahead of outdoor and television, while the highest affinity point is reached by the cinema, followed by the internet.



Source: GMI: Q4 2022 – Q3 2023 / EGM 3er Acum Movil 2023

IND 25-44 GERMANY

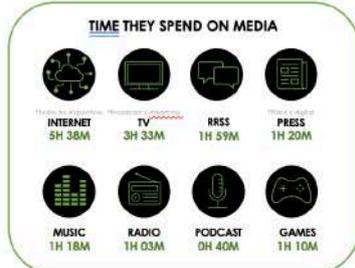
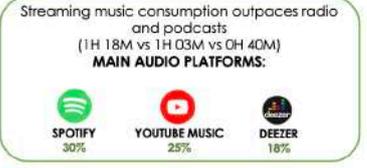
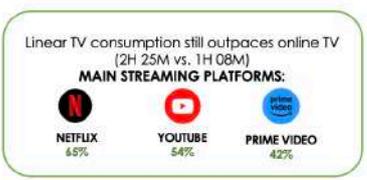
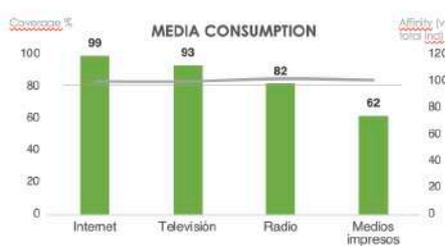
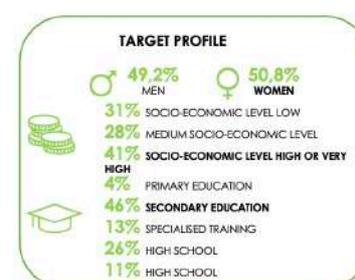


The Internet leads the ranking in terms of coverage and affinity far above the rest of the media.

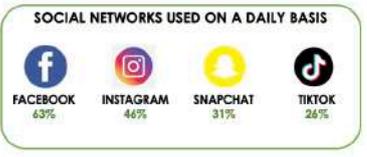
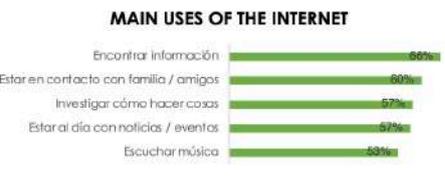


Fuente: GWI: Q4 2022 – Q3 2023

IND 25-44 FRANCE



The Internet leads the coverage ranking, followed by television. The highest affinity corresponds to radio



Fuente: GWI: Q4 2022 – Q3 2023

Communication strategy

Encouraging fruit and vegetable consumption, along with regular physical exercise, should be a key objective in the EU to improve Europeans' diet, quality of life, and disease prevention. This approach also positively impacts the economic and social development of rural areas. Obesity rates in Europe, especially among children, young people, and disadvantaged groups, are alarming and pose significant health risks such as cardiovascular disease, type 2 diabetes, and cancer. Poor eating habits not only affect the population's quality of life but also strain healthcare expenditure across all countries.

In this context, the Community's support for the fruit and vegetable program CUTE FRESH, HEALTHY 2 enables decisive actions to inform consumers better and highlight natural and healthy fresh products. These products often go unnoticed due to advertising saturation and easy access to processed alternatives, leading many Europeans to mistakenly believe that non-fresh alternatives are superior.

The CUTE FRESH, HEALTHY 2 program, along with other initiatives, will help generate a social movement promoting daily consumption of at least five fruits and vegetables. This will result in better-informed and healthier Europeans while alleviating pressure on healthcare systems. Additionally, it will support fruit and vegetable producers, cooperatives, handling companies, and rural employment, especially for women.

The sector's close connection with society is essential, especially during challenging times. Recognizing and valuing the work of farmers and the entire production chain is crucial. EU support is vital to ensure continued consumption of European fruit and vegetables across the continent, promoting them against lower-priced imports that may not meet European production standards. This support aims to create a movement in favor of health, food, and quality of life, emphasizing proximity to consumers rather than imposing specific consumption patterns.

Reason Why:

When something is good, really good for everyone, we have an obligation to make it spread and become popular. Wish we could have the secret to eternal life, but if there is something that makes our life better, we must give it the importance and relevance that it really reserves.

Eating fruit and vegetables is important for our present and future life, for our life and for our children's. But formulated only as another recommendation, it goes by unnoticed and has no strength.

We don't want to be taxing... "Have 5 fruits and vegetables a day! We wanted to activate and promote this campaign in a current, notorious and participatory way. Launching a challenge. The most altruistic and healthy challenge in the world.

A friendly way of consuming fruits and vegetables. And, why limiting it to 5? We want to conquer intakes, moments of substitution... and we want to do it in a kind way... Generating a social movement. Where you choose how, when, where and with whom to enjoy the fruits and vegetables of Europe that you like the most.

In the middle of the challenge era, we will launch the most important challenge of their lives to European consumers: to have a longer one. Europe's bravest challenge, which seeks to change the bad eating habits of Europeans, to improve and extend their lives. We will challenge them to consume at least 5 pieces of fruit and vegetables a day, and to see the benefits this produces even in the short term, thanks to their contribution of vitamins, minerals and fibre: weight loss, regulation of intestinal transit...

We will challenge them to get to know the food pyramid, and the nutritional properties and benefits through the colours of fruit and vegetables, and above all, to introduce them as a healthy lifestyle habit by modifying, just, small attitudes.

The challenge should have more likes, stories, tweets and followers than any other challenge in the European Union ... because who does not sign now to have a longer life?

Using the form and content of challenge, we approach the code that connects with the target that we are addressing. Let them feel the pride of participating and being part of a movement with a solidarity and healthy perspective.

A creativity of aptitude. To have a long life, but within a good life, not passive. In a close, fresh and healthy tone. Very credible and optimistic. A very close and experiential campaign, that will undoubtedly reach the European target as never before.

EUCOFEL is willing to continue with message:

Cultivating the Health of Europe
Join the #Longlifechallenge of Europe
ENJOY IT'S FROM EUROPE

For those who still don't know, what is the Long Life Challenge? It is a great challenge that consists of small challenges, which in a friendly way, will help to change small unhealthy consumption habits and thus make a big gap every day in order to consume the 5 portions of fruit and vegetables in the consumer's daily life.

1. Let's give some ideas of consumption moments: A snack between meals?
2. And let's link it to physical activity: An orange juice just after showering after the gym?
3. Adapting each message to each market and each target audience.

A campaign with infinite development and messages. Right now, in this phase we only present some examples so that the tone and style of the communication can be understood, however, the project has infinite possibilities and ways of development to develop a great campaign during the next three years.

And based on all the learnings received during the campaign, as well as the feedback from the measurement agency and the REA itself through the last Review Meeting, we had last March, we have tried to extract the learnings and adjust the campaign accordingly.

Main conclusions and recommendations following the results of the previous campaign:

Linked to **target segmentation** in order to achieve objectives:

"The aim of CUTE Healthy was to promote the health benefits of European food and food products and their nutritional value through virtual and proximity campaigns and the involvement of multipliers and although **it succeeded in raising awareness and understanding of nutritional aspects** its impact on such a wide target group remained limited".

"Despite the increased awareness and willingness to consume these products among those who participated in the campaign, **the outreach was insufficient to significantly alter the consumption habits** of such a large target group and **did not translate uniformly into increased consumption**."

"The strategy was in line with **EU priorities** and addressed relevant concerns, with a challenge message in "sports mode" on minimum consumption of fruit and vegetables, **but lacked segmentation of the target audience**".



"**Improve audience segmentation, narrowing the target**".

"**Work on personalised messages linked to the segmented target for greater effectiveness**".

Linked to **European consumer behaviour**:

"The commitment to increase daily intake decreased. Economic factors, concerns about the environmental impact of transport and support for European producers influenced consumer behaviour".

"Stable rates of F&V consumption were observed, with European origin and price as key considerations. Price sensitivity increased, highlighting the need for strategies to address economic barriers."

"To refine the campaign objectives in order to have a more reliable view of the campaign".

"Addressing price sensitivity and economic factors. This could include promoting cost-effective ways of incorporating fruit and vegetables into diets, with a focus on seasonality of produce".

Linked to the **effectiveness of the campaign**:

"There was an increase in recall of the campaign, especially in Germany, Belgium and France thanks to the presence of the Olympians."

"Digital channels proved to be effective, but various strategies to optimise resource allocation. The synergy between digital and physical campaigns is crucial to achieve maximum impact."

"Prioritise messages that connect with the specific target group."

- Continue to promote specific consumption habits with growth potential for long-term adherence.
- Continue to promote healthy habits linked to sport.

"Continue to create synergies between all campaign activities"

Strategy of actions

In order to achieve the objectives, set and to be able to effectively impact our target audience, we have defined a strategy that is adapted to all markets and groups established in the objectives and whose central axis of the action strategy is based on promoting interaction between our target audience and the product. A PROGRAMME with a truly global dimension and an action strategy based on quality impacts. A strategy of actions proposed through a strategic and creative development that brings NOTORIETY and with a plan focused on TACTICAL and CONCENTRATED ACTIONS to obtain and generate real IMPACT.

A campaign that, based on the study of media consumption by the target analyzed, will have as its strategic axis of action the following points:

1. The **Public Relation Gabinet** will articulate a full press and attention office, together with an action with influencers, in order to reinforce the relationship with media, stakeholders and influencers.
3. **Advertising:**
 - THE DIGITAL MEDIA- As media to connect with the youngest and consumer. With special actions on Digital tv such as Netflix.
 - A Strong campaign in radio reinforced with digital radio such a Spotify.
 - The use of conventional TV through special actions on children's and parent-friendly channels such as Boing or Disney.
2. **OOH** - As media to amplify the coverage and notoriety of the final-end consumer.
3. The **Communication Tools** are going to play a very important role in this programme. We want this programme to be a very experiential, one-to-one programme. Materials to give out in the PR actions as well as in the POS through the distributors of fruit and vegetables along all Europe.
4. The programme is completed with visibility in Trade Fairs, and a special action in Gyms along all Europe, to add **notoriety and give visibility to this European challenge**.

1.- PUBLIC RELATIONS.

- **PR – Permanent office.**

Cute Healthy will count with a **permanent press office** which will have as main functions: **Information search and content generation - Permanent attention** as an information center both for the press (on and offline) and for all interested agents - **Mediatic contingency plan** in case of image crisis and negative news about the sector. - **Identification** of all the **mediatic possibilities for the campaign**. A communication strategy designed around **5 media activations** (4 per country + one generic one) per year, which will consist of: **press dossiers, press releases, press/radio articles and digital articles**. The campaign will have a **clipping service** per activation.

- **PR Events – Campaign presentation Event**

In the first year of the programme, the campaign **will have a presentation event**. A unique opportunity to present the campaign to **members of the industry, journalists and influencers**, the CuTE Healthy campaign, in terms of its **objectives and what it aims to achieve over the years 2025-2027-**. An institutional and press event, but at the same time **very modern and up-to-date** as it will have the presence of influencers and bloggers, which will be the starting point to the campaign, **servicing as a great media amplifier to the programme**.

- **PR Influencers**

Given the importance of the campaign in the digital environment and the need to activate the challenge, we will have an important influencer plan in the four countries. They will create the **“5 Healthy Challenges”**, 5 online challenges between **KOL influencers** of the 3 target countries to encourage the consumption of 5 fruits and vegetables per day and **KOC** to achieved with the young audience. They will show different attributes of these fresh products, such as their safe production process, the range of **products 100% sustainable**, their **quality, taste, varieties**, etc... We want to demonstrate Europeans that European Fruit and Vegetables **are essential in order to undertake balanced and good eating practices and encourage them to join the healthy challenge of Europe!**

2.- SOCIAL MEDIA.

- **Campaign Website.** Development of a CuTE Healthy Website in the 3 programme languages (Spanish, German and French) + English. This website will provide access to information about European Fruit and Vegetables and the importance of consuming 5 F&V per day. A great channel towards our public (Young Working Europeans 25-44) to amplify our campaign messages in a direct, close and adaptable way.
- **SOME.** Creation and development of a CuTE Healthy Social Media Profiles in **Instagram** and **Facebook**. Development of monthly plans to share greatly visual, aesthetic while informative posts. We will touch several topics to increase SOME's engagement such as: The challenge - Product varieties - Cool and unknown facts - Healthy recipes - Nutritional values and intake recommendations - Cool and unknown facts – heritage – seasons

3.- ADVERTISING

We will work under two formats to reach all the targets. The digital format and the out-of-home (OOH) format.

The digital media has a high penetration (more than 85% population) in the European market, being essential to plan a campaign in this medium in order to activate the challenge and connect with our consumer. We have elaborated a strategy divided in 3 strategic lines

- **Tv online Campaign**
- **Paid Media** in SOME
- **Brand Content:** content campaign in a selection of general information, life&style, foodie and traveller sites.

The spectacular OOH format: counts with three important advantages: its advantages:

- **Visibility** - With an OOH campaign we provide visibility and coverage
- **Value for money** - It is a very profitable advertising format, since we manage to generate a lot of impact to the campaign with more economical costs per impact.
- **Geographic segmentation and target** - Based on this last point, we can redirect the action in the search of two targets, the target 1 final consumer and the target 2 opinion leaders and professionals.

We plan to use supports linked to important traffic junctions that will also bring notoriety to the campaign and serve as a public relations activity so that the OOH campaign does not remain a mere display of the support but rather as a way of getting PR ROI.

The different formats and media selected for each market and for each year of activity are listed in the activity sheets.

4. COMMUNICATION TOOLS & POS

During the three years of the program, an action will be proposed to distribute materials. To carry out this action, the following materials will be developed: promotional poster, display, and merchandising items. All materials will be made of sustainable material and will feature a **QR code** and the **#longlifechallenge of Europe** to increase impact and provide greater coverage and **synergy to the program with its digital aspect**.

#§CON-MET-CM§# #@CON-SOR-CS@#

2.2 Consortium set-up

Consortium cooperation and division of roles (if applicable)

See Application Form (Part A).

2.3 Project teams, staff and subcontractors

Project teams and staff

Name and function	Organisation	Role/tasks/professional profile and expertise
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CONFIDENTIAL DATA

Outside resources (subcontracting, seconded staff, etc)**Selection Process of the Implementing Body**

This project constitutes an extension, where EUCOFEL has appointed the selected implementing body to continue the development of the program. The selection process of the Implementing Body was guided by the guidelines of the competitive process established by the EU, as specified in the Brussels document, 7.7.2016 ddg1.b5/mj/dbd (2016) 3210777.

This process ensured the principles of non-discrimination, equal treatment, and transparency in the selection and award criteria of contracts, operating under the requirement of best value for money. A total of xx agencies submitted their proposals. Following the evaluation by the EUCOFEL Communication Committee, TACTICS EUROPE scored the highest and was designated as the agency responsible for implementing the campaign in the two destination countries.

Given that **this program extension is a continuation of the project under existing framework contracts**, it is anticipated that the strategy and focus of the activities will remain largely unchanged, but evolved and adjusted according to the feedback from the evaluation body and the lessons learned during the program execution to date.

In line with the consultations with REA on February 20, 2024, a framework contract was entered into with Tactics Europe to continue the project.

Evaluation Body Selection Process

In accordance with EU Regulation 2015/1831 and the common framework for assessing the impact of information and promotion campaigns, a detailed approach has been implemented to evaluate the impact of the information and promotion campaign. The proposed methodology is described in detail in section 2.5 of this document.

This evaluation body selection process is also expected to be a continuation, and therefore extended **framework contracts** will be established to ADELANTE.

2.4 Consortium management and decision-making**Consortium management and decision-making**

The coordinator (**FruitVegetablesEUROPE-EUCOFEL**) will have overall responsibility for ensuring the monitoring of all programme management processes. As a European umbrella organisation, under which the other proposing organisations are used to working, EUCOFEL is uniquely suited to fulfil this role. The organisation also has prior experience of contributing to large EU projects, as described further below.

For the successful implementation of this promotion programme, the proposed organisations will set up a team that will be responsible for the day-to-day management and delivery of each action, in line with the programme objectives.

The Project Management Group (PMG) will be composed of a senior representative from each proposed organisation. The PMG will oversee and support the implementation of programme activities at a strategic level, helping to ensure effective coordination and mobilisation of resources across the organisations and subcontractors.

The PMG will be coordinated by FruitVegetablesEUROPE, who will chair monthly status calls, track actions, and report on the coordination group tasks and financials. The PMG members will be supported by the resources of their organisations in order to carry out the administrative tasks related to their role within the programme.

The profiles of the members of the PMG, their qualifications and experience – as well as their role during the implementation of the programme – is described in the section 2.3.

IMPLEMENTATION OF THE ACTION

Our consortium is set to launch the program according to the agreed timeline. Once the Grant Agreement is signed, the program will kick off with a meeting led by the coordinator (FruitVegetablesEUROPE), involving all partners. This meeting aims to align everyone and ensure their comfort with the coordination process. The four proposing organizations will participate in this event.

FruitVegetablesEUROPE will ensure that every partner has access to:

- Comprehensive guidelines outlining standardized management practices for each activity, coupled with a versatile toolkit for reporting on both activity progress and financial aspects (such as templates, promotional materials, risk log template, finance reporting template, etc.).
- Full access to the designated sharing platform, facilitating seamless communication and collaboration among all stakeholders. This platform will serve as a central hub for sharing information, coordinating activities, and disseminating materials (including coordination calendars, status updates, meeting schedules, program activities, developed resources, etc.).

FruitVegetablesEUROPE will establish a timeline of crucial project milestones, detailing resource allocation for various activities and anticipated outcomes. A structured evaluation process for these activities will be outlined, to be conducted at regular intervals. The consortium will be encouraged to actively solicit feedback during implementation and share it during debrief meetings. This collaborative effort aims to adapt activities based on their assessed effectiveness throughout the program duration.

As well as the PMG, FruitVegetablesEUROPE will be in charge of the coordination group – ensuring that activities on a strategic level are implemented – and will also ensure the smooth, day-to-day management of the programme. This will include being the main contact point for CHAFEA, managing subcontractors (e.g. implementing body and evaluation body), and ensuring sound financial management of the programme (managing the accountant work).

In addition to overseeing the PMG, FruitVegetablesEUROPE will lead the coordination group, ensuring the strategic implementation of activities. Moreover, it will manage the program's daily operations, serving as the primary contact for CHAFEA, overseeing subcontractors (such as the implementing and evaluation bodies), and ensuring the program's financial integrity by overseeing accounting tasks.

THE COORDINATION GROUP:

The coordination group is constituted by:

- **Team Leader:** FruitVegetablesEUROPE's Secretary- General. The team leader will be the key contact for the overall coordination of the programme.
- **Team Leader Assistant.** FruitVegetablesEUROPE's Policy Advisor on Agriculture and EU projects, TLA will support the TL with the coordination and reporting of activities.
- **Accountant.** The accountant will take care of all financial reporting and accounting for the programme, providing a monthly financial overview to the FruitVegetablesEUROPE coordination group.
- **Implementing Body (subcontractor):** TACTICS Europe. As above in the section "outside resources", TACTICS is the selected implementing agency for the programme implementation. TACTICS has appointed a Single Point of Contact (SPOC: Alberto Campo) to support our consortium in the implementation of the programme. FruitVegetablesEUROPE will organise regular status meetings with the SPOC and all relevant resources on IB's side to monitor activities carried out in the different target countries.

2.5 Project management, quality control and monitoring — Evaluation methods and project indicators

Project management, quality control and monitoring

The **coordination of the project** will be carried out by the Secretary General of EUCOFEL (Queralt Perarnau), the Director of AOPN Fraises (Emeline Vanespen), the Director of Communication of Alcachofas de España (Margarita Guilló) the Director of Marketing and Communication of +Brocoli (M^a Angeles Pine), as well as by the two Working Groups (Permanent Commission and Board of Directors) that will ensure the correct implementation of the campaign. In this way, the programme coordinator will be responsible at all times for **supervising** the correct implementation of the programme as a whole (carried out by the Implementing Body), for the control and supervision of the programme, and for its **control** and economic **justification**.

The coordinator shall not delegate any of his or her tasks. The coordination process will be carried out through:

MEETINGS			
Concept	Task	Periodicity	Participants
Kick off	Campaign Launch	1 meeting per year	Coordination Team + Communication Group + Implementing Agency + Evaluation Agency
Partial Coordination Meeting – Implementation	Track campaign actions	10 meetings per year	Coordination Team + Executing Agency
Partial Coordination Meeting – Evaluation	Follow up on the evaluation of actions	3 meetings per year	Coordination Team + Evaluation Agency
Global Meetings	Review of the periodic closings of the campaign actions and annual closing	2+1 meeting per year	Coordination Team + Communication Group + Implementing Agency + Evaluation Agency
Supporting documents			
<ul style="list-style-type: none"> • Reports, meeting minutes, monthly, and after meetings • Periodic reports and presentation of invoices, charts and materials produced, according to deliverables • Press releases during the campaign • Results Measurement Charts • On-site supervision of the project • Review at the end of each year to improve the program and achieve objectives 			
Control mechanisms			

- Creative & End-Art Supervision
- Control of production materials
- Press clippings
- Media Plan Reports
- Monthly online planning
- Calendars

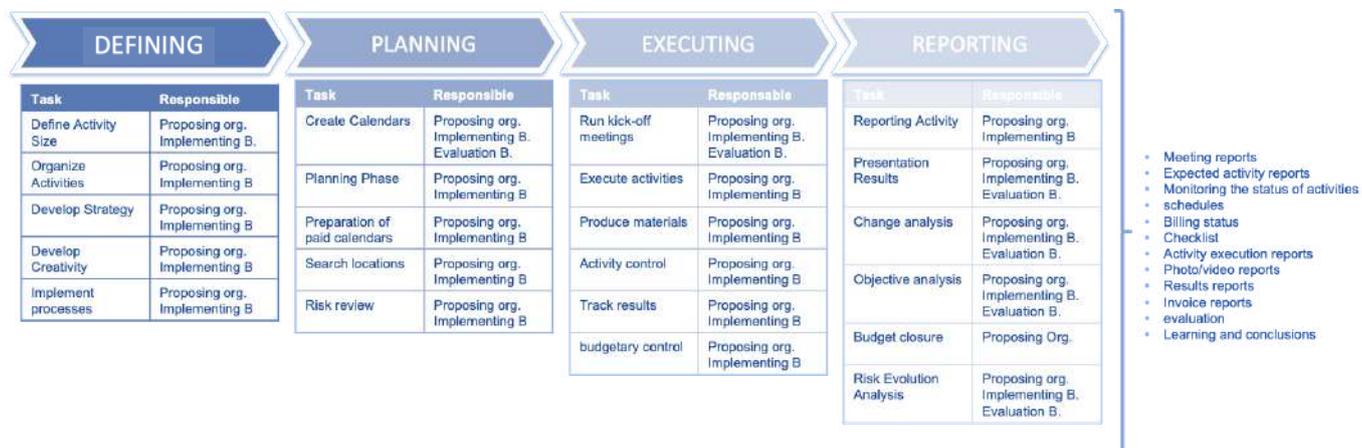
In order to ensure the correct execution of the program, a contract will be signed between the proposing entity and the executing body in which the services to be performed, work procedures, obligations, budget, remuneration, payments, as well as technical and accounting controls, confidentiality, exclusivity, etc. will be established. This shall establish the level of quality to demonstrate whether there has been a violation of the terms or insufficient performance by the implementing body and to take the necessary action.

MONITORING PROCEDURE AND COMMUNICATION LEVELS

For the correct supervision of the program, we have established different levels of communication for the success of the coordination of the program:

MONITORING PROCESSES AND CONTROL MECHANISMS

In order to ensure that the programme is developed on time and within the agreed budget margins, we will follow the following roadmap:



Quality plan content

To ensure effective quality control throughout the implementation of the programme, **CuTE-FRESH** consortium will develop a specific “quality plan” tailored to the needs of the programme. The plan will be applied to both the processes used to manage the overall programme, as well as individual activities. It will define the quality **standards, methods, procedures and responsibilities** for the management of the programme as a whole and each individual project/activity within it.

The quality plan will be shared, discussed and agreed by the PMG during the kick-off meeting. The quality plan will then be monitored on an ongoing basis and updated regularly to incorporate any required changes and to capture lessons learned. The coordinator will be responsible for the quality plan and all updates.

Systems for ensuring high quality planning and setting up prior to the implementation of activities

The CuTE-FRESH consortium will put quality processes in place to ensure the timely availability of the specific expertise required. These processes are based on tried-and-tested systems developed during the implementation of various past programmes. The specific quality-related requirements for the CuTE-FRESH programme are develop in section.

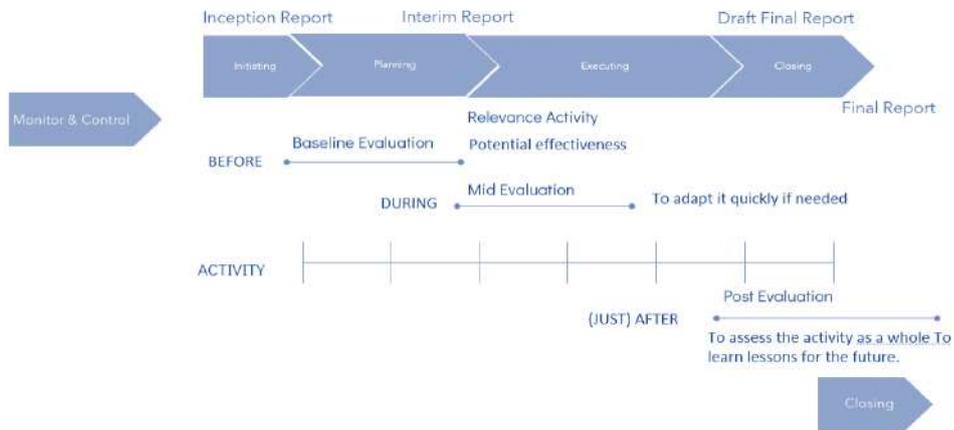
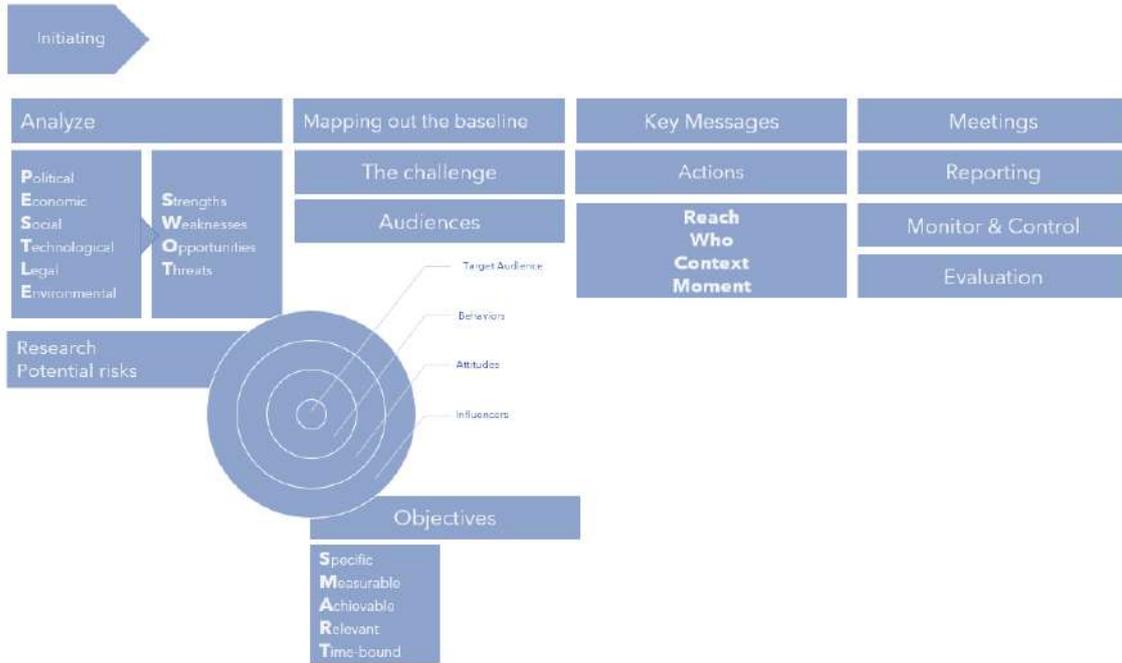
Quality mechanisms

CuTE-FRESH consortium has designated a Quality Assurance Manager to ensure the quality assurance of the programme. The QAM will be responsible for ensuring that all consortium partners and subcontractors are following the same guiding principles and quality assurance standards (following the internationally recognized **ISO9001**), to ensure the expected high-quality delivery of the programme. The QAM will be responsible for liaising with the coordinator and the evaluation body to ensure that the KPIs used are relevant to the communication actions and ensure that the process is following the above-mentioned guidelines.

To ensure the quality and effective management of the campaigns, we establish the life cycle of our projects (from start to finish) with the aim of improving the process and communication between the different project partners.



A project ends successfully when its objectives have been achieved, all deliverables have been produced and have been submitted and justified to technical and financial controls.

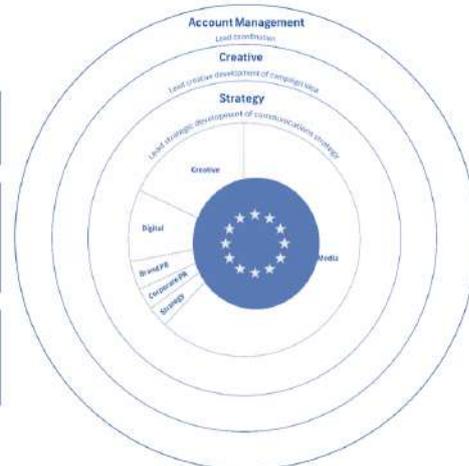


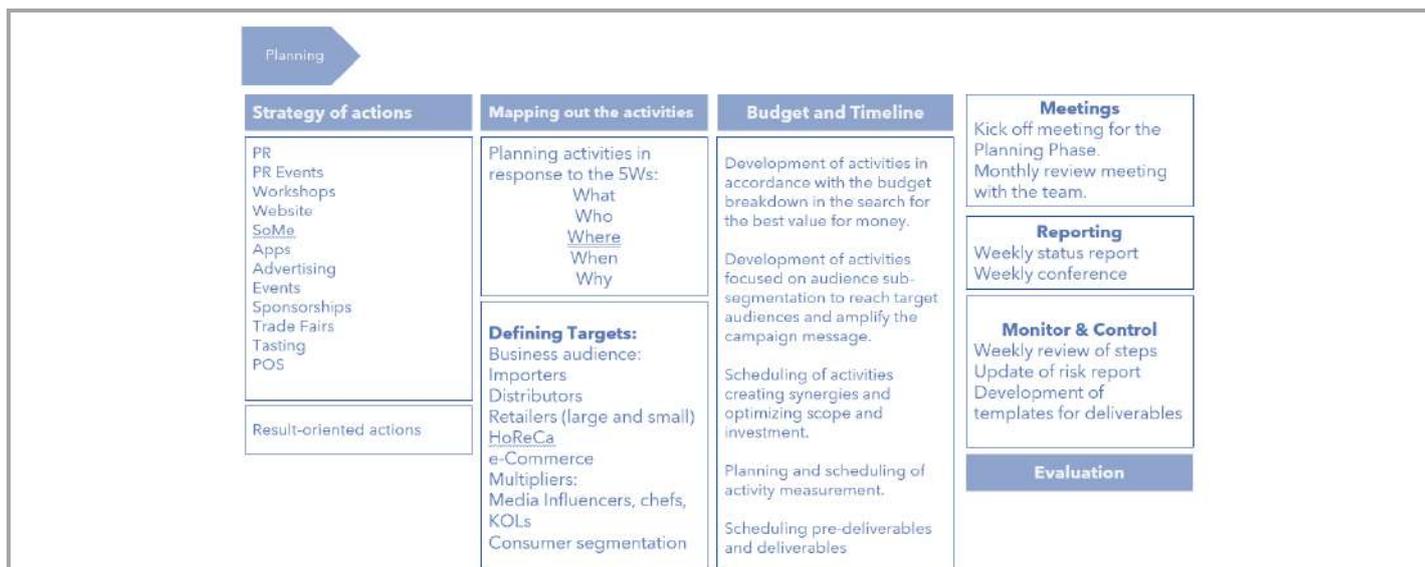
Executing

Tactics Europe, as the lead agency will be in charge of the strategic thinking and ensuring that the subcontractors adhere to the approved strategy, including the application thereof in all of their creative development.

Tactics Europe as the lead agency will be responsible for the development of campaign ideation an execution, Tactics Europe will be responsible for ensuring that the subcontractors adhere strictly to all creative guidelines and the rules of the activities organization when they amplify and execute these creative ideas and activations.

Tactics Europe as the lead agency will ensure the coordination of all partners in a streamlined process and ensure that the subcontractors adhere to all timelines and production plans.





Actions: As soon as the deadline for making the transfer is not respected, the coordinator will send a weekly reminder to the participating organization. If the transfer is not done after two reminders, the topic will be discussed at the next PMG status conference call and a new urgent deadline for making the transfer will be agreed. In case of non-payment after the first two actions, the coordinator will inform the participating organization about the urgent need to transfer their due contribution, setting up a deadline by which EUCOFEL will activate actions (such as involving EUCOFEL members of the board to call for financing from the participating organization).

Evaluation methods and project indicators

The proposed measurement of results and indicators has been developed in accordance with the guide for applicants and the **Commission Implementing Regulation (EU) 2015/1831** on measurement and evaluation of communication activities.

A robust measurement of results relies on a systematic Monitoring and Evaluation (M&E) system capable to assess to what extent FruitVegetablesEUROPE’s intervention is contributing to:

- To increase the consumption of EU fresh fruit and vegetables by informing consumers about balanced and proper dietary practices.**

The hypothesis is that, by the end of the Project, it will be possible to demonstrate that at least 2,5% of the target audience acknowledge an increased awareness (directly and indirectly) on the two key dimensions tackled by the Project, that is 1-features of EU citrus fruit production and 2-targeted products characteristics.

Thanks to the Intervention Logic (see table 1), a clear vision of the results will percolate through the entire management. In addition to internal monitoring carried out by the Programme team, external monitoring and evaluation tasks will be commissioned to an evaluation body (Adelante K&D - see Reference in Section 1.2.2) which will be focused on:

- Monitoring (every six months)** will answer the questions of **what the Programme is doing** (from inputs to outcomes) and **how much implementation is progressing**.
- Evaluation (annually)** will look at the effects of the Programme responding to **what extent** and **why** is the Programme producing (or failing to produce) the specific outcomes and impacts which have actually materialised—be those negative or positive). During implementation, the evaluations (Year N+1 and Year N+2) will be intended to draw lessons from the first years of the implementation and to adjust the contents of the on-going Programme in relation to realities in the field. The final evaluation (Year N+3) shall be mainly concerned with assessing **achieved impacts in terms of awareness raising, competitiveness and consumption**, identifying and judging unexpected impacts and assessing the sustainability of the Project's benefits.

For this purpose, the Evaluation Body has taken due note of:

- The methodological notes provided by the Contracting Authority in the Guidelines for applicants (how to evaluate results). In this sense, the Evaluation Body acknowledges that:
 - *the evaluation of results of the Programme should not focus only on the good execution of the Programme.*
 - the final objective of informative programmes is to increase awareness. To know the number of people who have acquired new knowledge, a pre-test and post-test survey mechanism shall be established. *The comparison of pre- and post-programme surveys should give the absolute number of people who acquired new knowledge.*
 - promotion programmes envisage economic return. *The economic impact has to be measured taking into account external influencing variables that may influence variables such as market trends or crises.*

2. The reporting requirements in terms of Outputs, Results and Impact indicators required by the Contracting Authority. In addition to possible additional and specific indicators set by the CuTE-HEALTHY Programme, a series of ‘common indicators’ will be also established in line with the Programme’s activities.
3. The Programme theory underpinning the CuTE-HEALTHY intervention logic, which shows what is the desired change and how this is articulated. In this sense, it is understood that CuTE-HEALTHY is *aimed to increase consumption of EU fruit and vegetables on a target population composed by end consumers (+ 18 years) and on opinion leaders, especially journalists and influencers.*
In this regard, the CuTE-HEALTHY programme will implement ‘direct activities’ aimed at both end consumers and opinion leaders combined with bigger-scale activities whose impact is rather indirect but larger. This makes necessary to differentiate between ‘direct and indirect audience’.

Based on the considerations stated above, the evaluation will promote the use of **mixed methods through triangulation as a reliable way to promote robust and comprehensive measurements:**

Quantitative data collection tools

- **Monitoring data sheets:** data sheets will serve to collect, organize and register all the data to be collected during the implementation of the different WPs (for example, when the Press Conference takes place, a data sheet will be completed including the number and list of attendees to the event). They serve to provide **objective information** for confirming the good performance of the activity, the fulfilment of the indicator, the delivery of the outputs and targeted audience. Since digital channels will be prioritized to develop the promotion and information activities, monitoring will also strongly rely on digital data collected. Social media allow gathering quantitative data providing information on trends, users, group of opinion, communities and conversations. Statistics collected through blogs and websites can offer a better understanding of audiences’ interests and perception by monitoring the number of readers and visitors.
- **Surveys (including “Eurobarometer”):** surveys are instrumental in the evaluation process. They will be conducted on the basis of a pre and post-test approach as requested by the Guide for Applicants to target population. They will include variables linked to habits of consumption, perception of advantages and risks linked to different production methods, knowledge about different products and possible changes in their behaviour as a result of the information received.
Results of the tests will show:
 - If awareness raised: YES/NO.
 - How many people increased their awareness and on which topic?
 - How much awareness raised: from 0% (if the person did not learn anything up to 100% if the person did not know anything and learned about everything what is asked);
 - Other questions such as confidence, recognition, etc which are more ‘passive’ and which can be included in the tests.
- **Historical trend:** The economic return of the promotion programme will be measured through a detailed analysis of the market trends in each target country and for each product covered by the programme. To disentangle the economic impact of the promotion programme from other influencing variables such as global market trends or crises, the estimate for the economic return will make use of a counterfactual (or baseline).
Historical analysis and data will be used to build market trends for each of the target products. These market trends will be used to estimate the volume and the value of sales and exports that could be expected after the implementation period of the promotion programme. These estimates will constitute the baseline that will be compared with the actual volume and value of sales and export, to measure the economic return of the programme. In the case of significant exogenous events, statistical tools can be used to mitigate the unforeseen variation to try to isolate the impact of the programme. The historical trend approach is considered more suitable than the ‘difference in difference’ approach, mainly because of the difficulty in identifying comparable products to the fruits and vegetables proposed for the programme.

Qualitative data collection tools

- **Documentary review and digital communication channels:** analysis of the relevant documents of the Programme, inter alia, Call for Proposals, Project’s, promotional materials produced by the Implementing Agency and relevant studies, or analysis related to the topic.
- **Interviews:** interviews to key stakeholders in charge of the implementation will be also an important complementary, in-depth source of information.
- **Observation:** non-participant observation will be carried out whenever possible/relevant to observe and analyse how the Programme actually operates, focusing rather on processes than on results.

Output and results indicators

WP	Output indicators	Result indicators
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Work package 1	CONFIDENTIAL DATA			
Work package 2	4 Press Releases 4 Distributions 1 Video Press Release	3 Press Releases 4 Distributions 1 Video Press Release	3 Press Releases 4 Distributions 3 Video Press Release	50.000.000 impacts through press office actions
	2 Influencers report 16 KOC micro-influencer agreements 3 Agreements with KOL	2 Influencers report 16 KOC micro-influencer agreements 4 Agreements with KOL	2 Influencers report 16 KOC micro-influencer agreements 4 Agreements with KOL	3.640.000 impacts generated by the campaigns
	1 Press event	1 Press event	1 Press event	5000.000 impacts
Work package 3	3 Microsite adaptation (Sp/Fr/De) 1 French microsite adaptation 3 Website design and development	9 Upgrade & Maintenance	9 Upgrade & Maintenance	30.000 impacts
	3 Content Migration: Existing Profiles Migrating SOME 3 Social media strategy reports (Sp/Fr) 36 Post in IG 24 Community manager 3 Reports	72 Post in IG 36 Community manager 12 Reports	72 Post in IG 36 Community manager 12 Reports	300.000 impacts
Work package 4	1 TV lineal 3.200.000 spectactators 2 Conected TV Netflix segmt. 1.000.000 impacts 2 Reportings	1 TV lineal 3.200.000 spectactators 3 Conected TV Netflix segmt. 600.000 impacts 3 Reportings	1 TV lineal 3.200.000 spectactators 3 Conected TV Netflix segmt. 1.350.000 impacts 3 Reportings	9,600.000 impacts 3,200.000 impacts 3.700.000 impacts
	1 Radio Spot 15" 47.600.000 impacts 2 Radio Online – Spotify 5.000.000 impacts 2 Reportings	1 Radio Spot 15" 48.000.000 impacts 2 Radio Online – Spotify 5.000.000 impacts 2 Reportings	1 Radio Spot 15" 47.600.000 impacts 2 Radio Online – Spotify 6.000.000 impacts 2 Reportings	142,800.000 impacts 16.800.000 impacts
	1 Programatic video Enchanced 3D (1M views) 1 Instagram campaign 845.000 views 1 Instagram paid media campaign 20.000.000 views 3 Reportings	1 Programatic video Enchanced 3D (1M views) 1 Instagram campaign 845.000 views 1 Instagram paid media campaign 20.000.000 views 3 Reportings	1 Programatic video Enchanced 3D (1M views) 1 Instagram campaign 845.000 views 1 Instagram paid media campaign 20.000.000 views	3.000.000 impacts 2.500.000 impacts 60.000.000 impacts
	2 OOH Campings 662 external advertising 8 Trailers Vinyl Graphics 2 cinema campaigns 60.000 views 3 Reportings	3 OOH campaigns 735 external advertising 1 Tram Vinyl Graphics 1M 2 Cinema campaigns 60.000 views 3 Reportings	3 OOH campaigns 647 external advertising 8 trailers Vinyl Graphics 1M 2 Cinema campaigns 60.000 views 3 Reportings	9.237.187 impacts 16.000.000 impacts 2.000.000 impacts 180.000 impacts

Work package 5	18 influencers kits 20 press and influencer kits 38 shipping 1 Audiovisual campaing (Radiospot) right for 3 years development and monitoring strategic creativity and development final art 1 translations	18 influencers kits 20 press and influencer kits 38 shipping development and monitoring strategic creativity and development final art 1 translations	18 influencers kits 20 press and influencer kits 38 shipping development and monitoring strategic creativity and development final art 1 translations	N/A
Work package 7	600 poster display 11.500 uds. merchan 3 M fruit labels	600 poster display 11.500 uds. merchan 3 M fruit labels 25th month final campaign report	800 poster display 15.000 uds. merchan 3 M fruit labels Final campaign report	32.500.000. impacts 38.000 impacts 14.000.000 impacts
Work package 9	Year 1 Evaluation Report	Year 2 Evaluation Report	Year 3 Evaluation Report	N/A

Impact indicators

Impact indicator description	Baseline	End of programme
Impact indicator 1 Consumption Value	<p>Spain: Based on the estimated sales of broccoli and artichokes in Spain at €319,248,034 according to a stable sales trend of 2% annual growth.</p> <p>Germany: Based on the estimated sales of broccoli and artichokes in Germany at €349,967,720 according to a stable sales trend of 1% annual growth.</p> <p>France: Based on the estimated sales of strawberries in France at €394,820,980 according to a stable sales trend of 2% annual growth.</p>	<p>Spain: We expect to achieve sales of broccoli and artichokes in Spain of €337,492,252. Therefore, the expected increase in sales of broccoli and artichokes in Spain represents approximately 5.71% over sales based on the natural trend.</p> <p>Germany: We expect to reach sales of broccoli and artichokes in Germany of €369,943,310. Therefore, the expected increase in sales of broccoli and artichokes in German represents approximately 5.71% over sales based on the natural trend.</p> <p>France: We expect to achieve sales of strawberries in France of €417,384,000. Therefore, the expected increase in sales of strawberries in Franc represents approximately 5.71% over sales based on the natural trend.</p>
Impact indicator 2 Knowledge	<ul style="list-style-type: none"> Spain target total impacted over the 3 years of the program: 119,278,000 Germany target total impacted over the 3 years of the program: 52,445,000 France target total impacted over the 3 years of the program: 196,530,000 Total Europe (3 countries): Target population impacted: 25,618,000. 	<p>In Spain:</p> <ul style="list-style-type: none"> Goal: Increase awareness among the 24-44 age group by 20.74% by the end of 2027. Indicator: T0 data + 20.74% Target population impacted: 24,643,800. <p>In Germany:</p> <ul style="list-style-type: none"> Goal: Increase awareness among the 24-44 age group by 31.48% by the end of 2027. Indicator: T0 data + 31.48% Target population effective impacted: 16,509,500. <p>In France:</p>

		<ul style="list-style-type: none"> • Goal: Increase awareness among the 24-44 age group by 13.4% by the end of 2027. • Indicator: T0 data + 13.4% • Target population effective impacted: 25,618,000. <p>Total Europe (3 countries): Target population effective impacted: 66,771,300</p>
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2.6 Cost effectiveness and financial management

Cost effectiveness and financial management

2.6.1 Cost effectiveness

To assess the potential profitability of the programme, the contact cost per activity was estimated. This table of contact costs is not intended to contrast activities with each other but rather to monitor their development over the 3 years of the programme.

The overall contact cost of the campaign – which is only an estimate here – appears to be low. Indeed, the overall budget for the various actions implemented is relatively small given the high number of estimated contact opportunities. In the detail of actions, some have a lower cost per contact than others. These include actions related to **advertising or public relations**, which generate a very large number of contact opportunities. Other actions that go directly to the audience and have, quite logically, a higher cost per contact, as these actions cannot reach an audience as large as advertising actions. Contact cost for digital activities is rather high because a large majority of contacts are made through advertisement. Thus, compared to the very large number of contacts potentially affected by the campaign and the costs generated (and which for some could be modified due to the context), the cost per contact of each action, and overall seems well controlled and effective.

2.6.2 Financial Management

EUCOFEL has expertise in programmes co-financed by the European Union. The activity report for the past year as well as the list of all projects funded by the EU over the past three years are provided in the annex. This expertise in the coordination of European programmes allows EUCOFEL to carry out actions efficiently and while guaranteeing an attractive cost-effectiveness ratio thanks to the experience acquired during previous campaigns.

EUCOFEL, + Brocoli, Alcachofas de España and Fraise de France are largely experienced in the execution of EU-cofinanced campaigns with more than 3 project involvements.

The introduction of competitive tendering, described above, also makes it possible to aim for an optimal cost-effectiveness ratio to achieve the objectives and results of the action.

All partners will finance this programme from their equity. All proposing organisations carried out a self-check of their financial viability as requested by the European Commission.

LVF Simulation EUCOFEL is weak.

Indicators	Ratio's Results			Analysis	
	Value	Qualification	Quote	Concise	More-in-depth
Quick Ratio	2	Good	2	Good	Good
G.O. Profit Ratio	0	Good	2	4	8
Profitability (1)	0.65284725818	Good	2		
Profitability (2)	0.65246574308	Good	2		
Solvency	-1.04684615846	Weak	0		
Noteworthy value's Results					
Equity Flags	Weak	-1.04684615846			

LVF Simulation for +BROCOLI is GOOD

Indicadores	Resultados de la ratio			Análisis	
	Valor	Cualificación	Cita	Conciso	Más en profundidad
Rasápido Ratio	3.77965230087	Good	2	Good	Good
G.O. Ratio de Beneficiario	0.01870803552	Good	2	4	7
Rentabilidad (1)	0.04146427880	Weak	0		
Rentabilidad (2)	0.03699427993	Acceptable	1		
Solvencia	0.31125848324	Good	2		
Resultados de valor digno					
Banderas de capital	Good	0.31125848324			

LVF Simulation ALCAHOFA DE ESPAÑA is GOOD

LVF Simulation for AOPn FRAISE THE FRANCE is GOOD

Resultados de la ratio				Análisis		
Indicadores	Valor	Cualificación	Cita	Conciso	Más en profundidad	
Rasápido Ratio	36.3238829713	Good	2	Good	Aceptable	
G.O. Ratio de Beneficiante	-1	Weak	0	4	4	
Rentabilidad (1)	-0.0008259265	Weak	0			
Rentabilidad (2)	-0.0008259265	Weak	0			
Solvencia	0.02789309870	Good	2			
Resultados de valor digno						
Banderas de capital	Good	0.02789309870				

Résultats du ratio				Analyse		
Indicateurs	Valeur	Qualification	Citation	Concis	Plus en profondeur	
Rapport rapide	1.98516883974	Good	2	Good	Good	
GO Ratio de profit	0	Good	2	6	10	
Rentabilité (1)	2.13448745086	Good	2			
Rentabilité (2)	2.12609615966	Good	2			
Solvabilité	1.00724509390	Good	2			
Résultats de valeur remarquable						
Indicateurs d'équité	Good	1.00724509390				

2.6.3 Meeting the programme objectives and ensuring time and budget management

Following the work packages detailed in section 6, at the beginning of the programme, the coordinator and the other proposing organisation will finalise a detailed roadmap with timeline, effort (resources) needed and budget allocation for all activities.

Each year, the PMG and the coordination group will review the annual programme plan to make sure of its accuracy based on feedback received on prior actions.

For each activity, the activity leader and his/her team, working closely with the coordinator, will ensure:

- the smooth running and timely implementation of all activities planned,
- the implementation of planned contingency measures or substitute activities in the event of unexpected illness/absence of presenters or another force majeure,
- the satisfaction of all activity stakeholders, including the prompt resolution of any concern or request,
- the collection of activity feedback,

The members of our consortium are all organisations with solid experience in delivering European promotional programmes and in managing teams and budgets. With the processes in place, the coordinator will be able to closely monitor time and budget management at frequent intervals.

In the case that scale-economies occurs, the activity leader will notify the coordinator who will inform the PMG. The PMG will therefore be in the position to take a decision at the end of the period, following the evaluation of the period activities. The PMG could therefore adapt the activity plan and reallocate resources to activities that have been evaluated to be most effective.

#\$FIN-MGT-FM\$# #@\$RSK-MGT-RM@\$

2.7 Risk management

Critical risks and risk management strategy			
Risk No	Description	Work package No	Proposed risk-mitigation measures
I	These are very low or minimal risks in affecting the program, but quite likely. They are very manageable. - Personnel and office problems. - Changes to activity calendars - Changes in media (change of impacts, new media...) - Campaign delays, ...	WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9	- Change of personnel at the front. - Calendar adjustment. - Adjustment of media plans to reach the same target. - Review of deadlines. - Change of suppliers.
II	These are low risks in the impact of the program, but probable. They are manageable. - Closing media supports. - Cancellation of emissions. - Problems with suppliers.	WP1, WP3, WP4, WP5, WP9	- Adjust average plans to reach the same target. - Calendar settings. - Review of deadlines. - Change of suppliers. - Adjustments in the production materials, in the number and/or type of events.

	- Activities that cannot be executed		
III	<p>These are moderate risks in the affectation of the program and less likely. They are manageable. They are usually financial risks:</p> <ul style="list-style-type: none"> - Extra costs, advances - Funding problems. - Increases/decreases costs activities. 	<p>WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9</p>	<ul style="list-style-type: none"> - Support from member organizations for extra payments. - Additional contributions. - Calendar adjustments taking into account financial viability.
IV	<p>These are high risks in the impact of the program and unlikely.</p> <ul style="list-style-type: none"> - Changes in the structure of the proposing entities. - Problems with the implementing agency. - Serious problems in one of the target markets concerning the products to be promoted (production, distribution, political issues, fake news...) - Affectation of the campaign target. - Important alterations in the consumer. - Great Fake news or information hoaxes. - Important and unjustified political attacks. - Industrial crises affecting consumption. 	<p>WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, WP9</p>	<ul style="list-style-type: none"> - Communication to the corresponding project funding authority. - Adaptation to the new structure and profiles - Crisis cabinet and situation assessment. - (Re) Evaluation of the target and adaptation of the campaign. - Adjustment of the activities - Adaptation of the communications to the new market reality
V	<p>These are very high risks in the affectation of the program and very unlikely. They require communication and important addenda or cancellations.</p> <ul style="list-style-type: none"> - Serious disease affecting production and distribution. - Human health alerts (COVID19 or similar) - Production health alerts (outbreak of plagues...) - Social crisis affecting consumption. - Health crises affecting consumption. - Problems of viability of the sector. - Major market disruptions. - Non-definable European or World Crises (war, energy shortages...) 	<p>WP1 (with consequences for the rest of the work packages)</p>	<ul style="list-style-type: none"> - Crisis cabinet in search of solutions. - Crisis cabinet, adjustments of activities and times. - The Proponent Organization has sufficient funds to meet program payments. - Addendum or very substantial modification of the project. - Cancellation due to force majeure.

#SRSK-MGT-RM##SQUA-LIT-QL##@IMP-ACT-IA@#

3. IMPACT

3.1 Impact and expected return

Impact and expected return

This new programme, planned on the 2025-2027 period, follows the path of previous programmes developed in the past by its proposing organisations. It aims at promoting the European supply of fresh fruit and vegetables by raising the awareness of the EU-population about the importance of these products in a balanced and proper dietary. In the short term, the programme aims to ensure that the 25-44 European consumers targeted by the programme will be exposed to the messages of the campaign which convey the health and nutritional benefits of fruit and vegetables for good bodily function and health, associated with physical and mental activity.

ROE - Return on Equity (GAIN/Cost of Investment)x100	2256%	This means that for every euro invested, the gain is approximately 22 times the initial cost of the investment.
TOTAL SPAIN	2030%	This means that for every euro invested, the gain is approximately 20 times the initial cost of the investment.
TOTAL GERMANY	3039%	This means that for every euro invested, the gain is approximately 30 times the initial cost of the investment.
TOTAL FRANCE	1699%	This means that for every euro invested, the gain is approximately 17 times the initial cost of the investment.
ROI - Return of Investment (Nº total of Effective impacts/NºTotal of impacts)x100	21,75%	This means that around 21,75 % of all people impacted by the campaign showed a favorable change in their perception of the importance of consuming European F/V
TOTAL SPAIN	20,74%	This means that around 20,74% of all people impacted by the campaign showed a favorable change in their perception of the importance of consuming European broccoli and artichokes in Spain.
TOTAL GERMANY	31,48%	This means that around 31,48% of all people impacted by the campaign showed a favorable change in their perception of the importance of consuming European broccoli and artichokes in Germany
TOTAL FRANCE	13,04%	This means that around 13,04 % of all people impacted by the campaign showed a favorable change in their perception of the importance of consuming European strawberries in France

Impact Expected by Country:

Spain:

- Increase awareness of the importance of consuming European broccoli and artichokes among Spanish consumers by **20.74%** during the three years of the campaign.
- Generate **24,743,800 leads** of Spanish consumers interested in healthy eating habits related to European products during the three years of the campaign.

Germany:

- Increase awareness of the importance of consuming European broccoli and artichokes among German consumers by **31.48%** during the three years of the campaign.
- Generate **16,509,500 leads** of German consumers interested in healthy eating habits related to European products during the three years of the campaign.

France:

- Increase awareness of the importance of consuming European strawberries among French consumers by **13.04%** during the three years of the campaign.
- Generate **25,618,000 leads** of French consumers interested in healthy eating habits related to European products during the three years of the campaign.

General Impact and Estimated Returns:

- Achieve a **21.75%** increase in the positive perception of European fruits and vegetables among consumers aged 25 to 44 in Spain, Germany, and France within a three-year period.
- A total of **66,871,300 leads** generated across Spain, Germany, and France represents approximately **26.20%** of the total of **255,418,000 total impacts**, indicating real efficiencies based on mathematical calculations.

3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Not applicable

3.3 Sustainability and continuation

Sustainability, long-term impact and continuation

The program will have a lasting impact on several aspects:

- The majority of the content created during our fruit and vegetable promotion and information campaign will continue to be used by the proposing organizations long after the three-year campaign has officially ended. The campaign website will remain active, with multimedia content focused on benefits, ensuring that the positive image of fruits and vegetables is maintained in the minds of 25-44-year-olds. Additionally, key content such as promotion and advertising of these products may continue beyond the initial 3-year cycle, depending on budgetary considerations. Participation in physical sports events may also be renewed to capitalize on past campaign event success. If results are conclusive, partners may multiply events and investments based on their own funds, with the possibility of requesting continuity from the European Commission if objectives are met.
- Educating parents through their children will create shared materials and experiences between parents and children.
- All fixed-format social media materials will be maintained.
- A series of hashtags will be created to reach a global audience through the digital channel. These hashtags play a fundamental role in the sustainability and continuity of an online promotion project targeting 25-44-year-olds. By using hashtags like #5ADayChallenge and #longlifechallenge, we can keep the conversation alive about the importance of daily fruit and vegetable consumption, motivating young people to adopt healthier long-term eating habits. Additionally, hashtags like #EfectoWOW, #FruitAndVegetableWOW, #BroccoliWOW, #FraiseWOW, and #AlcachofaWOW add an element of surprise and enthusiasm, attracting attention and increasing engagement with the project.
- Creating a challenge in the digital realm will expand the project's reach to more European and global citizens, leaving a lasting mark in digital archives.
- In-store actions based on firsthand experience will have a prolonged impact, with many materials remaining longer than expected.
- Collaboration with client logistics companies for outdoor media exposure has previously proven successful and motivating for producers.
- Thanks to the busy sports calendar over the next 3 years, including the 2024 Olympic Games in Europe, the program will benefit directly and indirectly from the media coverage generated by these events, associating pleasure and healthy living. The digital presence of various partners will allow us to continue promoting the program and its teachings beyond 2027.
- This program aims to foster a spirit of pan-European collaboration among different partner organizations during the initial three-year campaign, creating a more cohesive and cross-cultural approach that appeals to our increasingly globalized audience aged 25 to 44. Fruits, vegetables, and sports know no borders and are multicultural; the #longlifechallenge's wow effect will endure.
- Lastly, associating the concept of "wow effect" with European fruits and vegetables will elevate our program's profile, aligning with a term commonly used among 25-44-year-olds and establishing leadership in our target demographic.

#@WRK-PLA-WP@#

4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

4.1 Work plan

Work plan

Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).

Our action plan outlines the structure of the campaign over three years across three countries, with a focus on effectively distributing materials. As this is a continuity program, a significant portion of the budget will be allocated to promoting these materials. Given that consumer awareness of the message to consume fruits and vegetables is already established, our approach emphasizes consistency rather than a high volume of events. We aim to optimize our investment in dissemination to reach the widest possible target audience

4.2 Work packages, activities, resources and timing

Work package 1

Work Package 1: PROJECT COORDINATION					
Duration:		M01-M36	Primary beneficiary:		EUCOFEL
Goals					
<ul style="list-style-type: none"> Coordinate and manage the program by maintaining constant communication with the Communication Working Group, as well as with the execution and evaluation organizations. 					
Activities (what, how, where) and divisions of work					
No.	Task	Description	Q.		S.
			N.	F.	
1.1	Coordination	CONFIDENTIAL DATA			
Deliverables and estimated budget					
Calendar	YEAR 1: From contract signing to DEC 2025		YEAR 2: JANUARY to DEC 2026		YEAR 3: JANUARY to DEC 2027
DELIVERABLES	CONFIDENTIAL DATA		CONFIDENTIAL DATA		CONFIDENTIAL DATA
BUDGET	CONFIDENTIAL DATA				
TOTAL YEAR.	CONFIDENTIAL DATA		CONFIDENTIAL DATA		
TOTAL WP.	CONFIDENTIAL DATA				

Work package 2

Work Package 2: PUBLIC RELATIONS						
Duration:		M05-M36	Primary beneficiary:		EUCOFEL	
Goals						
<ul style="list-style-type: none"> ▪ Increase awareness of European fruit and vegetables, in order to bring these foods closer to consumers. ▪ Strengthen the notoriety of European fruits and vegetables, promoting the advantages they provide to consumers, their attributes and their different uses. 						
Activities (what, how, where) and divisions of work						
No.	Task	Description	Q.		S.	
			N.	F.		
2.1	Press office	<p>What? Permanent contact with the media to publicize the project. It is an activity that generates strategy efficiently and clearly, since it allows us to turn the media and influencers into the best prescribers of our messages. It will create synergy with other activities of the programme, and through press releases, we will get the attendance of the major media at the launch conferences and other actions of the campaign.</p> <p>How? We will prepare an editorial calendar and will be responsible for launching press releases in Spain, Germany, and France each year. In order to create media notoriety, we will carry out special PR actions each year with which we will involve journalists and consumers in the European campaign, in addition to establishing collaboration agreements with news agencies and specific media outlets adapted to our target.</p> <p>Our office will continually monitor the campaign and measure the impact and coverage of the activity by creating clippings, in which we will collect the publications in the different media, assessing both the number of impacts and the economic value of the articles.</p> <p>Who? Media and Influencers.</p> <p>Where? In Spain, France, and Germany.</p>	EUCOFEL	CO.O.	IB	
2.2	Collaborations with influencers	<p>What? We will make a collaboration agreement with relevant micro-influencers in the field of food, health, and lifestyle to convey the reality of the European agricultural world and all the consumption possibilities of the food to be promoted. We will look for collaborations with influencers and opinions leaders who have already had a relationship with gastronomy, food, the rural environment, or aspects such as sustainability, sports, and physical and mental health. In addition, we will rely on different profiles (between 10,000 and 50,000 followers) with a community mainly interested in sustainability and a healthy lifestyle. Likewise, collaboration agreements will be established with 'Key Opinion Leaders', essential to reach certain audiences, relevant in the field of food, health, and lifestyle to transfer the agricultural reality in the field of sustainability to a wider audience and reach the segments of the population of interest. Thus, we will look for special face-to-face actions with faces from TV networks, press, radio, celebrities or at least recognizable by our target.</p> <p>How? Counting on prominent influencers in Spain, France, and Germany, who through their social media accounts will transmit to their followers the different pillars on which the new campaign is built. We will create a common concept for the campaign: "CLAIM CAMPAIGN"; which will allow us to bring together all the contents and raise awareness about the importance of following a sustainable and balanced diet consuming European fruits and vegetables.</p> <p>Who? Influencer profiles: journalists, writers, athletes, actors... with between 20,000 and 50,000 followers.</p> <p>Where? On social networks, mainly on Instagram and TikTok in Spain, France, and Germany.</p>	EUCOFEL	CO.O.	IB	
2.3	Public Relationship Events	<p>What? We will inaugurate the European promotion campaign in Spain, calling a press conference where the European project will be reported and in which we will have the presence of representatives of the sector and different media.</p> <p>How? An event aimed mainly at journalists and influencers. All attendees will receive their European fruit and vegetable sustainability kit. The event will have hostesses to receive and accompany the guests and a breakfast where guests will be able to enjoy the benefits and flavour of these products. We will compile all the relevant moments of the event with a photographic report and a video recording. In parallel, interviews will be organized with the media to cover the event with the different protagonists: influencers, journalists and representatives of the sector. The event will be broadcast on the campaign's social networks.</p> <p>Who? We will address journalists. We will select and invite media from a general profile to a much more segmented profile such as: agricultural, political, economic, or gastronomic. This group will help us transmit the campaign messages to the final consumer.</p> <p>Where? In Spain.</p>	EUCOFEL	CO.O.	IB	

Deliverables and estimated budget																							
Calendar	YEAR 1: MAY to DEC 2025	YEAR 2: JANUARY to DEC 2026	YEAR 3: JANUARY to DEC 2027																				
DELIVERABLES 2.1	4 Press Releases 4 Distributions 1 Video Press Release	3 Press Releases 4 Distributions 1 Video Press Release	3 Press Releases 4 Distributions 3 Video Press Release																				
DELIVERABLES 2.2	2 Influencers report 16 KOC micro-influencer agreements 3 Agreements with KOL	2 Influencers report 16 KOC micro-influencer agreements 4 Agreements with KOL	2 Influencers report 16 KOC micro-influencer agreements 4 Agreements with KOL																				
2.3	1 Press event	1 Press event	1 Press event																				
BUDGET	<table border="1"> <thead> <tr> <th>ACTIVITY</th> <th>YEAR 1</th> <th>YEAR 2</th> <th>YEAR 3</th> </tr> </thead> <tbody> <tr> <td>2.1. PRESS OFFICE</td> <td>24.725,00 €</td> <td>28.750,00 €</td> <td>36.225,00 €</td> </tr> <tr> <td>2.2. INFLUENCERS MARKETING</td> <td>41.860,00 €</td> <td>45.770,00 €</td> <td>45.770,00 €</td> </tr> <tr> <td>2.3. PUBLIC RELATIONS EVENTS</td> <td>19.136,00 €</td> <td>19.711,00 €</td> <td>19.711,00 €</td> </tr> <tr> <td>TOTAL WP 2</td> <td>85.721,00 €</td> <td>94.231,00 €</td> <td>101.706,00 €</td> </tr> </tbody> </table>			ACTIVITY	YEAR 1	YEAR 2	YEAR 3	2.1. PRESS OFFICE	24.725,00 €	28.750,00 €	36.225,00 €	2.2. INFLUENCERS MARKETING	41.860,00 €	45.770,00 €	45.770,00 €	2.3. PUBLIC RELATIONS EVENTS	19.136,00 €	19.711,00 €	19.711,00 €	TOTAL WP 2	85.721,00 €	94.231,00 €	101.706,00 €
ACTIVITY	YEAR 1	YEAR 2	YEAR 3																				
2.1. PRESS OFFICE	24.725,00 €	28.750,00 €	36.225,00 €																				
2.2. INFLUENCERS MARKETING	41.860,00 €	45.770,00 €	45.770,00 €																				
2.3. PUBLIC RELATIONS EVENTS	19.136,00 €	19.711,00 €	19.711,00 €																				
TOTAL WP 2	85.721,00 €	94.231,00 €	101.706,00 €																				
	Implementing body fee included.																						
TOTAL YEAR.	85.721 €	94.231 €	101.706 €																				
TOTAL WP.	281.658,00 €																						

Work package 3

Work package 3: SITE AND SOCIAL MEDIA					
Duration:		M05-M36	Primary beneficiary:		EUCOFEL
Goals					
<ul style="list-style-type: none"> Inform users of the digital world and social networks about the campaign by showing them attractive content Disseminate the activities carried out during the program 					
Activities (what, how, where) and divisions of work					
No.	Task	Description	Q.		S.
			N.	F.	
3.1	Microsite	<p>What? With a view to visually capturing evolution, in year 1 of the campaign we will evolve the current campaign microsite (fruitvegetableseurope.eu), adapting it to the new strategy and creativity and modifying its Look & Feel, and adapting it to French and German.</p> <p>How? We will keep the content present that provides value to new users of the website based on the results of the analytical report of the most visited sections throughout the 3 years of the last campaign 'Longlifechallenge'. Throughout the project, we will make periodic updates to the different sections of the site where we will detail the campaign actions, the European program, as well as the different pillars of the sector's sustainability. The new site will be available in 3 languages (Spanish, French and German) so that it can be consulted at European level by all interested users. Periodic microsite results reports will be made where we will monitor the visits and traffic that has been generated in order to optimize the campaign.</p> <p>Who? We will address our target: men and women under 45 years of age.</p> <p>Where? In Spain, France and Germany.</p>	EUCOFEL	CO.O.	IB
3.2	Social media	<p>What? We will migrate existing content to a new microsite. Furthermore, we will continue generating quality and interesting content for our Facebook and Instagram profiles, in which we will transmit our messages through well-known profiles on this network.</p> <p>How? We will carry out a strategy and communication always supporting the pillars of the European campaign and giving it visibility. We will also have monthly giveaways to attract followers organically and maintain our community. On both networks we will have constant communication with our fans since we have a Community Manager who will respond to questions and comments raised by our community. All social media activity will be monitored to measure results and take corrective action when necessary. In addition, we will have posts in French and German on both networks segmented to a specific audience.</p> <p>Who? We will address our target: men and women under 45 years of age.</p> <p>Where? In Spain, France and Germany.</p>	EUCOFEL	CO.O.	IB
Deliverables and estimated budget					
Calendar		YEAR 1: MAY to DEC 2025	YEAR 2: JANUARY to DEC 2026	YEAR 3: JANUARY to DEC 2027	
DELIVERABLES 3.1		3 Microsite adaptation (Sp/Fr/De) 1 French microsite adaptation 3 Website design and development	9 Upgrade & Maintenance	9 Upgrade & Maintenance	
DELIVERABLES 3.2		3 Content Migration: Existing Profiles Migrating SOME 3 Social media strategy reports (Sp/Fr) 36 Post in IG 24 Community manager 3 Reports	72 Post in IG 36 Community manager 12 Reports	72 Post in IG 36 Community manager 12 Reports	

BUDGET	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">ACTIVITY</th> <th style="width: 20%;">YEAR 1</th> <th style="width: 20%;">YEAR 2</th> <th style="width: 30%;">YEAR 3</th> </tr> </thead> <tbody> <tr> <td>3.1. WEBSITE</td> <td style="text-align: right;">8.625,00 €</td> <td style="text-align: right;">5.175,00 €</td> <td style="text-align: right;">5.175,00 €</td> </tr> <tr> <td>3.2. SOCIAL MEDIA</td> <td style="text-align: right;">27.393,00 €</td> <td style="text-align: right;">44.436,00 €</td> <td style="text-align: right;">44.436,00 €</td> </tr> <tr> <td>TOTAL WP 3</td> <td style="text-align: right;">36.018,00 €</td> <td style="text-align: right;">49.611,00 €</td> <td style="text-align: right;">49.611,00 €</td> </tr> </tbody> </table>				ACTIVITY	YEAR 1	YEAR 2	YEAR 3	3.1. WEBSITE	8.625,00 €	5.175,00 €	5.175,00 €	3.2. SOCIAL MEDIA	27.393,00 €	44.436,00 €	44.436,00 €	TOTAL WP 3	36.018,00 €	49.611,00 €	49.611,00 €
	ACTIVITY	YEAR 1	YEAR 2	YEAR 3																
	3.1. WEBSITE	8.625,00 €	5.175,00 €	5.175,00 €																
	3.2. SOCIAL MEDIA	27.393,00 €	44.436,00 €	44.436,00 €																
	TOTAL WP 3	36.018,00 €	49.611,00 €	49.611,00 €																
Implementing body fee included.																				
TOTAL YEAR.	36.018 €	49.611 €	49.611 €																	
TOTAL WP.	135.240,00 €																			

Work package 4

Work Package 4: ADVERTISING					
Duration:		M05-M36	Primary beneficiary:		EUCOFEL
Goals					
<ul style="list-style-type: none"> ▪ Increase the notoriety of the campaign using media aimed at the general public, thus achieving greater dissemination of it ▪ Create a global synergistic action ▪ This action has the objective of enhancing consumer information, so the target market sector 1 is Spain. In the case of France and Germany, the actions will focus on stakeholders, therefore, mass communication will focus on external actions in the European neighbourhood of Berlin and Paris 					
Activities (what, how, where) and divisions of work					
No.	Task	Description	Q.		S.
			N.	F.	
4.1	Digital Television	<p>What? We will carry out a television campaign that will seek to achieve an optimized coverage and to be able to connect massively and effectively with the consumers closest to our target. This is a fundamental media type, since it allows us to impact consumers directly.</p> <p>How? The television campaign will</p> <ul style="list-style-type: none"> - Linear TV: We will target the family audience through spots on kids' channels like Boing in Spain. This channel operated by Mediaset Spain and Warner Bros. Discovery Spain broadcasts mainly cartoon series widely followed by children and watched also by parents. - Connected TV Netflix Campaign: We will use the popularity of Netflix to reach our target audience directly. <p>Who? Aimed at our core campaign target: men and women under 45, especially families with children.</p> <p>Where? In Spain through Netflix and linear TV, and in France through Netflix.</p>	EUCOFEL	CO.O.	IB
4.2	Radio	<p>What? Our radio campaign will have a coverage optimized for our core target, connecting massively and effectively with those consumers through a trusted and prestigious medium that also allows us to impact consumers directly.</p> <p>How? We propose a twofold campaign, divided into mainstream radio and online audio platforms:</p> <ul style="list-style-type: none"> - RTL Campaign: We will leverage the popularity of RTL, the most followed radio station in France. This national and general-interest station has 5.3 million daily listeners. We will secure a large coverage with daily 15" spots over a 4-week period. - Online Audio Campaign: With a great degree of acceptance, consumers recognize this medium as a good information source, which is why we will target audiences interested in issues like gastronomy, nutrition, healthy food and sport through platforms like Deezer, Ivoxx or Youtube Music in Spain and France. <p>Who? Aimed at our core campaign target: men and women under 45, especially those interested in nutrition, sports and gastronomy.</p> <p>Where? In traditional radio and online audio platforms in France, and online audio platforms in Spain.</p>	EUCOFEL	CO.O.	IB
4.3	Digital Media	<p>What? The development of online actions is vital to be able to explain the benefits of fresh vegetables to consumers and reach our target in a close and different way.</p> <p>How? We propose a digital campaign in channels with great presence on the lives of European who are target. These platforms allow us to communicate the main European and campaign messages in a direct and segmented way, enabling us to gather great measurements and results in order to develop an effective integrated digital campaign, aiming for the best value for money, around the fruits and vegetables from Europe.</p> <p>Programatic video/ Enhanced 3D Instagram Campaign views Instagram Paid Media Media services: Planning, follow up, reporting.</p> <p>Who? Aimed at our core campaign target: men and women aged 25-44.</p> <p>Where? On digital platforms in Spain, France and Germany.</p>	EUCOFEL	CO.O.	IB

4.4	OOH AND CINEMA	<p>What? To reach our target audience also outside, we propose an outdoor advertising campaign that covers a great range of places and situations in the three countries and during the three years. From points of sale, which have a more direct impact on sales, to street furniture and vinyl decals on public transport. That will connect the campaign with active and sportive audiences, who walk and take public transport to move around the city. Also, France and Spain (two of the countries with more movie-goers) will feature a campaign on cinemas.</p> <p>How?</p> <ul style="list-style-type: none"> - OOH Campaign: We will focus on MUPIs (street furniture) in Spain, while in France we will leverage the possibilities offered to us by points of sale like those of the hypermarket and supermarket chain Leclerc. In Germany, only during Year 2, a campaign in malls shopping centers. - Trailer and Tram Vinyl Graphics: In Germany, we will target consumers through public transport, first putting vinyl decals (graphics) on semi-trailer trucks during the campaign's Year 1, continuing with trams in German cities during Year 2, and concluding with both during Year 3. - Cinema Campaign: For the duration of the campaign, we will target movie-goers in Spain and France (the European country with the highest number of movie theatre audience) with a campaign tailored for the cinema. <p>Who? Our campaign target: men and women under 45 years of age.</p> <p>Where? On diverse OOH channels, like MUPIs (street furniture), points of sale and transport graphics, as well as cinemas, in all the markets.</p>	EUCOFEL	CO.O.	IB
Deliverables and estimated budget					
Calendar	YEAR 1: MAY to DEC 2025	YEAR 2: JANUARY to DEC 2026	YEAR 3: JANUARY to DEC 2027		
DELIVERABLES	<p>TV: 1 TV lineal 3.200.000 spectactators 2 Conected TV Netflix segmt. 1.000.000 impacts 2 Reportings</p> <p>RADIO: 1 Radio Spot 15" 47.600.000 impacts 2 Radio Online – Spotify 5.000.000 impacts 2 Reportings</p> <p>SOCIAL: 1 Programatic video Enchanced 3D (1M views) 1 Instagram campaign 845.000 views 1 Instagram paid media campaign 20.000.000 views 3 Reportings</p> <p>OOH: 2 OOH Campings 662 external advertising 8 Trailers Vinyl Graphics 2 Cinema campaigns 60.000 views 3 Reportings</p>	<p>TV: 1 TV lineal 3.200.000 spectactators 3 Conected TV Netflix segmt. 600.000 impacts 3 Reportings</p> <p>RADIO: 1 Radio Spot 15" 48.000.000 impacts 2 Radio Online – Spotify 5.000.000 impacts 2 Reportings</p> <p>SOCIAL: 1 Programatic video Enchanced 3D (1M views) 1 Instagram campaign 845.000 views 1 Instagram paid media campaign 20.000.000 views 3 Reportings</p> <p>OOH: 3 OOH Campaigns 735 external advertising 1 Tram Vinyl Graphics 1M 2 Cinema campaigns 60.000 views 3 Reportings</p>	<p>TV: 1 TV lineal 3.200.000 spectactators 3 Conected TV Netflix segmt. 1.350.000 impacts 3 Reportings</p> <p>RADIO: 1 Radio Spot 15" 47.600.000 impacts 2 Radio Online – Spotify 6.000.000 impacts 2 Reportings</p> <p>SOCIAL: 1 Programatic video Enchanced 3D (1M views) 1 Instagram campaign 845.000 views 1 Instagram paid media campaign 20.000.000 views</p> <p>OOH: 3 OOH Campaigns 647 external advertising 8 trailers Vinyl Graphics 1 Tram Vinyl Graphics 1M 2 Cinema campaigns 60.000 views 3 Reportings</p>		

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Implementing body fee included.																												
TOTAL YEAR.	614.053 €	687.196 €	668.376 €																									
TOTAL WP.	1.969.624,95 €																											

Work package 5

Work package 5: COMMUNICATION TOOLS					
Duration:		M05-M36	Primary beneficiary:		EUCOFEL
Goals					
<ul style="list-style-type: none"> ▪ Communicate our campaign messages on a physical medium that will be delivered to both the press and those attending the different activities ▪ Explain all campaign messages to consumers visually ▪ Provide support to the different campaign activities 					
Activities (what, how, where) and divisions of work					
No.	Task	Description	Q.		S.
			N.	F.	
5.1	Press kits and articles promotions	<p>What? We will develop sustainable kits to deliver to influencers at the different events we organize. In order to offer information of interest and communicate our campaign messages on a physical medium, we will deliver press kits, which will create synergy with the public relations office, becoming a fundamental work tool.</p> <p>How? Preparation and delivery of kits with corporate material with sustainable material related to the promotion campaign in the European fruit and vegetable sector.</p> <p>Who? Our campaign target: men and women under 45 years of age. Professionals specialized in food, sustainability and journalists.</p> <p>Where? They will be distributed at planned events in Spain, France and Germany.</p>	EUCOFEL	CO.O.	IB
5.2	Audiovisual pieces	<p>What? We will develop the audiovisual materials necessary to disseminate the campaign on television, the Internet and as support in press activities.</p> <p>How? We will produce a spot and we will adapt it to shorter pieces that we will be used in different audiovisual media, as well as for use on radio.</p> <p>Who? Our campaign target: men and women under 45 years of age.</p> <p>Where? In Spain, France and Germany. They will be used in advertising (Television, Radio and digital campaign) on the website, social networks and press.</p>	EUCOFEL	CO.O.	IB
5.3	Strategy, creativity.	<p>What? We will develop a campaign strategy, as well as the creatives necessary for the correct implementation and development of the activities.</p> <p>How? How? We will first develop the strategy and then apply it to all the creatives we will develop to reach our target audience in the different formats. In such a way that we will make consumers aware of the benefits of European fruit and vegetables, and more specifically, broccoli, artichokes and strawberries.</p> <p>Who? The general population of both Spain, France and Germany, with special emphasis on the press as prescribers of our messages.</p> <p>Where? In the design study of the executing agency in Spain.</p>	EUCOFEL	CO.O.	IB
Deliverables and estimated budget					
Calendar	YEAR 1: MAY to DEC 2025		YEAR 2: JANUARY to DEC 2026		YEAR 3: JANUARY to DEC 2027
DELIVERABLES	<p>18 influencers kits</p> <p>20 press and influencer kits</p> <p>38 shipping</p> <p>1 Audiovisual campaign (Radiospot) right for 3 years development and monitoring strategic creativity and development final art</p> <p>2 translations</p>		<p>18 influencers kits</p> <p>20 press and influencer kits</p> <p>38 shipping</p> <p>development and monitoring strategic creativity and development final art</p> <p>2 translations</p>		<p>18 influencers kits</p> <p>20 press and influencer kits</p> <p>38 shipping</p> <p>development and monitoring strategic creativity and development final art</p> <p>2 translations</p>

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	ACTIVITY	YEAR 1	YEAR 2	YEAR 3																	
	5.1. PROMOTIONAL ITEMS	4.738,00 €	4.428,00 €	4.428,00 €																	
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TOTAL WP 5	157.458,00 €	61.755,00 €	58.949,00 €																		
Implementing body fee included.																					
TOTAL YEAR.	157.458 €	61.755 €	58.949 €																		
TOTAL WP.	278.162,00 €																				

Work package 7

Work package 7: POS																				
Duration:		M05-M36	Primary beneficiary:		EUCOFEL															
Goals																				
<ul style="list-style-type: none"> Impact our target during the purchase 																				
Activities (what, how, where) and divisions of work																				
No.	Task	Description	Q.		S.															
			N.	F.																
7.1	Point of Sale (POS)	<p>What? We propose to carry out a decoration campaign at the point of sale, thus achieving quality contacts with the potential customer at the point of sale. We want to IMPACT the target during the purchase. We can also measure the results of the campaign in terms of sales, checking the influence on the purchase decision due to direct advertising.</p> <p>How? To achieve a greater quantitative impact of the campaign, we will contract a circuit of different commercial distribution centres (supermarkets and hypermarkets of a large distribution chain), including posters, merchandising and labels for European vegetables.</p> <p>Who? Our campaign target: men and women under 45 years of age.</p> <p>Where? In Spain, France and Germany, in supermarkets that sell in-store multimedia formats</p>	EUCOFEL	C.O.O.	IB															
Deliverables and estimated budget																				
Calendar		YEAR 1: MAY to DEC 2025	YEAR 2: JANUARY to DEC 2026	YEAR 3: JANUARY to DEC 2027																
DELIVERABLES		600 poster display 11.500 uds. merchan 3 M fruit labels	600 poster display 11.500 uds. merchan 3 M fruit labels 25th month final campaign report	800 poster display 15.000 uds. merchan 3 M fruit labels Final campaign report																
BUDGET		<table border="1"> <thead> <tr> <th>ACTIVITY</th> <th>YEAR 1</th> <th>YEAR 2</th> <th colspan="2">YEAR 3</th> </tr> </thead> <tbody> <tr> <td>7.1. POS</td> <td>45.885,00 €</td> <td>46.345,00 €</td> <td colspan="2">57.500,00 €</td> </tr> <tr> <td>TOTAL WP 7</td> <td>45.885,00 €</td> <td>46.345,00 €</td> <td colspan="2">57.500,00 €</td> </tr> </tbody> </table> <p>Implementing body fee included.</p>				ACTIVITY	YEAR 1	YEAR 2	YEAR 3		7.1. POS	45.885,00 €	46.345,00 €	57.500,00 €		TOTAL WP 7	45.885,00 €	46.345,00 €	57.500,00 €	
ACTIVITY	YEAR 1	YEAR 2	YEAR 3																	
7.1. POS	45.885,00 €	46.345,00 €	57.500,00 €																	
TOTAL WP 7	45.885,00 €	46.345,00 €	57.500,00 €																	
TOTAL YEAR.		45.885 €	46.345 €	57.500 €																
TOTAL WP.		149.730,00 €																		

Work package 9

Work package 9: EVALUATION					
Duration:		M01-M36	Primary beneficiary:		+BROCOLI ES
Goals					
<ul style="list-style-type: none"> ▪ Measurement and control of the correct development of activities. ▪ Analysis and monitoring of the evolution of the program's awareness and performance objectives. 					
Activities (what, how, where) and divisions of work					
No.	Task	Description	Q.		S.
			N.	F.	
9.1	Evaluation	<p>What? Evaluation of the campaign and its impact based on the system of indicators shown in section 2.5 of this document. The evaluation will be carried out by an independent body.</p> <p>How? By carrying out studies and annual reports as detailed below:</p> <ul style="list-style-type: none"> - Zero Point: which will serve as the basis for the rest of the evaluation reports and will be carried out prior to the start of program activities (approximately month 5). - Year 1 results: they will be presented at the end of the year (approximately month 12-14). - Year 2 results: will be presented at the end of the year (approximately month 24-26). - Year 3 results and final results report: will be presented at the end of the program (approximately month 36-38). <p>The complete analysis of the evaluation procedure, as well as the reference indicators, is detailed in section 2.5 of this document.</p> <p>Where? In Spain, France, and Germany.</p>	+BROCOLI ES	COO	Evaluation Body
Deliverables and estimated budget					
Calendar	YEAR 1		YEAR 2		YEAR 3
DELIVERABLES	Year 1 Evaluation Report		Year 2 Evaluation Report		Year 3 Evaluation Report
BUDGET	18,000 €		18,000 €		18,000 €
Subtotal for Activity 9.1	18,000 € +BROCOLI ES: 10,080€ ALCACHOFA ES: 1,920 € FRAISE FR: 6,000 €		18,000 € +BROCOLI ES: 10,080€ ALCACHOFA ES: 1,920 € FRAISE FR: 6,000 €		18,000 € +BROCOLI ES: 10,080€ ALCACHOFA ES: 1,920 € FRAISE FR: 6,000 €
<i>and</i>					
TOTAL WP9	54,000 €				

Subcontracting

Subcontracting							
Work Package No	Subcontract No	Subcontract Name (subcontracted action tasks)	Subcontractor Name (if already known)	Description (including task number and BEN to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money
WP2	S2.1	Continuous PR activities	IB	PR and KOC activities	89.700,00€	Subcontracting is necessary as the actions will take place in the 3 countries on a 360° level. The beneficiaries don't have the needed internal resources to develop all activities ensuring the best final result. By subcontracting, we ensure focusing on the coordination and monitoring that the implementing body is developing the activities in the best way possible and achieving the requested results. Also, the implementing body has the means needed to develop the campaign ensuring the best value for money and the highest quality.	<ul style="list-style-type: none"> • High percentage improvement on established KPIs • Agency fee remains unchanged throughout framework contract • Price confirmations comparing with other providers by the implementing body with various subcontractors.
	S2.2	Influencer marketing	IB	Search, hire and coordination with influencers	133.400,00€		
	S2.3	Press Event	IB	Organization of press events	58.558,00€		
WP3	S3.1	Website	IB	Creation and maintenance of multi-lingual site	18.975,00€		
	S3.2	Social media	IB	Social media creation, maintenance and management	116.265,00€		
WP4	S4.2	Television Campaign	IB	Media buying	238.359,35€		
	S4.3	Radio campaign	IB	Media buying	750.093,65€		
	S4.4	Digital Campaign	IB	Media buying	264.679,69€		
	S4.5	Outdoor & Cinema	IB	Media buying	716.492,26€		
WP5	S5.1	Publications, kits, merchandising	IB	Strategic and creative line development and artworks and PR kits production	13.593,00€		
	S5.2	Promotional videos	IB	Audio-visual pieces creation and adaptation	97.175,00€		
	S5.3	Strategy, creativity and communication	IB	Definition of the strategy, creativity, design of final arts	154.977,00€		
WP7	S7.1	Point of sale	IB	Media buying and placement of campaign creativity	149.730,00€		
WP7	S7.1	Evaluation	Unknown	Evaluation of activities and objectives follow-up	54.000,00 €	Subcontracted professionals with experience in market research are required.	By competitive procedure, choosing the most advantageous.
Other issues:				N.A.			

Timetable
#SWRK-PLA-WPŞ#



Calendar																																								
WORK PACKAGE	MONTHS																																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24	M 25	M 26	M 27	M 28	M 29	M 30	M 31	M 32	M 33	M 34	M 35	M 36				
1 - COORDINATION																																								
Coordination																																								
2 - PUBLIC RELATIONS																																								
2.1 Press office																																								
2.2 Influencers																																								
3 - SITE AND SOCIAL MEDIA																																								
3.1 Microsite																																								
3.2 Social media																																								
4 - ADVERTISING																																								
4.1 TV																																								
4.2 Digital TV																																								
4.3 Social Digital																																								
4.4 OOH																																								
5 - COMMUNICATION TOOLS																																								
5.1 Press kit																																								
5.2 Audiovisual																																								
7 - Point of Sale																																								
7.1 POS Decoration																																								
9 - EVALUATION																																								
Evaluation																																								

#@ETH-ICS-EI@#

5. OTHER

5.1 Ethics

Ethics
Not applicable

#§ETH-ICS-EI\$# #@SEC-URI-SU@#

5.2 Security

Security
Not applicable

#§SEC-URI-SU\$# #@DEC-LAR-DL@#

6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project ⚠ Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).	YES/NO
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	Yes
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant (including EU funding managed by authorities in EU Member States or other funding bodies, e.g. EU Regional Funds, EU Agricultural Funds, etc). If NO, explain and provide details.	Yes

Financial support to third parties If in your project the maximum amount per third party will be more than the threshold amount set in the Call document, justify and explain why the higher amount is necessary in order to fulfil your project's objectives.
Our maximum third-party amount does not exceed the threshold amount of the call

#§DEC-LAR-DL\$#

ANNEXES

LIST OF ANNEXES

HISTORY OF CHANGES		
VERSIO N	PUBLICATION DATE	CHANGE
1.0	28.01.2021	Initial version (new MFF).
1.1	15.07.2021	Small changes to harmonise all EU templates.
2.0	01.01.2023	Consolidation, formatting and layout changes. Tags added.