Dear Sir/Madam,

Subject: Study on “The Future of Manufacturing Born Globals and their International Value Chains” – 150009/4042

1. Eurofound is planning to award the contract referred to above. The procurement documents consist of the contract notice publication on Internet referred to above, this invitation letter (PART A), the tender specifications (PART B), the standard reply form (PART C) and the draft contract (PART D).

2. If you are interested in this contract, you should submit a tender in one of the official languages of the European Union.

3. You must submit your tender request to participate exclusively on paper, in triplicate (one marked “Original” and 2 copies).

The tender must be placed inside two closed envelopes addressed as indicated below. The inner envelope should be marked as follows: "CALL FOR TENDERS – NOT TO BE OPENED BY THE INTERNAL MAIL DEPARTMENT".

The tender must be received no later than 20/05/2016 insert date. You must use one of the following means of submission:

<table>
<thead>
<tr>
<th>Means of submission</th>
<th>Time limit (GMT)</th>
<th>Evidence of dispatch</th>
<th>Address for delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post</td>
<td>24:00</td>
<td>Postmark</td>
<td>CALL FOR TENDERS Study on “The Future of Manufacturing Born Globals and their International Value Chains” 150009/4042 European Foundation for the Improvement of Living and Working Conditions Operational Support Unit For the attention of Lidia Jankowska Wyattville Road Loughlinstown Co. Dublin D18 KP65 IRELAND</td>
</tr>
<tr>
<td>Courier</td>
<td>24:00</td>
<td>Deposit slip of courier service</td>
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<tr>
<td>In person (hand delivery)</td>
<td>17:00</td>
<td>Proof of receipt, signed and dated by the official in the central mail department who takes delivery</td>
<td></td>
</tr>
</tbody>
</table>

**CALL FOR TENDERS**

Study on “The Future of Manufacturing Born Globals and their International Value Chains” 150009/4042

European Foundation for the Improvement of Living and Working Conditions

Operational Support Unit

For the attention of Lidia Jankowska

Wyattville Road

Loughlinstown

Co. Dublin D18 KP65

IRELAND

Mail can be received from 09.00 to 17.00 Monday to Fridays. The service is closed on Saturdays, Sundays and official holidays of Eurofound.

Tenders received which are postmarked, collected by the courier, hand-delivered after the deadline for receipt of tenders will be deemed inadmissible

4. Tenders must be:
   - perfectly legible so that there can be no doubt as to words and figures;
   - drawn up using **PART C**: the standard reply form in the procurement documents.

5. The period of validity of the tender, during which tenderers may not modify the terms of their tenders in any respect, is **150 days** from the deadline for the submission of tenders.

6. The tenderer should bear in mind the provisions of the draft contract which specifies the rights and obligations of the contractor, particularly those on payments, performance of the contract, confidentiality, and checks and audits.

7. All costs incurred for the preparation and submission of tenders are to be borne by the tenderers and will not be reimbursed.

8. Contacts between Eurofound and candidates or tenderers are prohibited throughout the procedure save in exceptional circumstances and under the following conditions only:

**Before the date of receipt indicated in point 3:**

Upon request, Eurofound may provide additional information solely for the purpose of clarifying the procurement documents.

Any request for additional information must be made in writing only to **OSUTendersEurofound@eurofound.europa.eu**.

Eurofound is not bound to reply to requests for additional information received after the **13/05/2016**.

Eurofound may, on its own initiative, inform interested parties of any error, inaccuracy, omission or any other type of clerical error in the text of the procurement documents.
(Any additional information including that referred to above will be included in the FAQs which is updated and posted on http://www.eurofound.europa.eu/about/procurement/opportunities/open. The website will be updated regularly and it is your responsibility to check for updates and modifications during the submission period

After the opening of tenders:

If obvious clerical errors in the tender need to be corrected or confirmation of a specific or technical element is necessary, Eurofound will contact the tenderer provided this does not lead to substantial changes to the terms of the submitted tender.

9. This invitation to tender is in no way binding on Eurofound. Eurofound's contractual obligation commences only upon signature of the contract with the successful tenderer.

10. Up to the point of signature, Eurofound may cancel the award procedure without the candidates or tenderers being entitled to claim any compensation. This decision must be substantiated and the candidates or tenderers notified.

11. Once Eurofound has opened the tender, it becomes its property and it shall be treated confidentially.

12. You will be informed of the outcome of this procurement procedure by e-mail only. It is your responsibility to provide a valid e-mail address together with your contact details in your tender and to check this e-mail address regularly.

13. If processing your reply to the invitation to tender involves the recording and processing of personal data (such as your name, address and CV), such data will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Unless indicated otherwise, your replies to the questions and any personal data requested are required to evaluate your tender in accordance with the specifications of the invitation to tender and will be processed solely for that purpose by Mattanja.deBoer@eurofound.europa.eu. Details concerning the processing of your personal data are available on the privacy statement at: http://ec.europa.eu/dataprotectionofficer/privacystatement_publicprocurement_en.pdf.

14. Your personal data may be registered in the Early Detection and Exclusion System (EDES) if you are in one of the situations mentioned in Article 106 of the Financial Regulation 1. For more information, see the Privacy Statement on http://ec.europa.eu/budget/explained/management/protection/protect_en.cfm#BDCE

Yours faithfully,

Lidia Jankowska
Lidia Jankowska
OSU Workflow Officer