PROCUREMENT DOCUMENTS

PART B: TENDER SPECIFICATIONS


Internal Reference No.: 150009/4042
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1. ABOUT EUROFOUND

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency, whose role is to provide knowledge in the area of social and work-related policies. Eurofound was established in 1975 by Council Regulation (EEC) No 1365/75, to contribute to the planning and design of better living and working conditions in Europe.

2. INFORMATION ON TENDERING

2.1. Participation

Participation in this procurement procedure is open on equal terms to all natural and legal persons falling within the scope of the Treaties, as well as to international organisations.

It is also open to all natural and legal persons established in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement.

2.2. Compliance with applicable law

The tender must comply with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to Directive 2014/24/EU.

2.3. Joint tenders

A joint tender is a situation where a tender is submitted by a group of economic operators (natural or legal persons). Joint tenders may include subcontractors in addition to the members of the group.

In case of joint tender, all members of the group assume joint and several liability towards Eurofound for the performance of the contract as a whole, i.e. both financial and operational liability. Nevertheless, tenderers must designate one of the economic operators as a single point of contact (the leader) for Eurofound for administrative and financial aspects as well as operational management of the contract.

After the award, Eurofound will sign the contract either with all members of the group, or with the leader on behalf of all members of the group, authorised by the other members via powers of attorney.

2.4. Subcontracting

Subcontracting is permitted but the contractor will retain full liability towards Eurofound for performance of the contract as a whole.

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Tenderers are required to identify subcontractors whose share of the contract value is above 5% or whose capacity is necessary to fulfil the selection criteria. During contract performance, the change of any subcontractor identified in the tender or additional subcontracting will be subject to prior written approval of Eurofound.

2.5. Structure and content of the tender

The tenders must be presented as follows:

Chapter 1: Identification of the tenderer (see section 5.1)

Chapter 2: Non-exclusion (see section 5.2)

Chapter 3: Selection (see section 5.3)

Chapter 4: Technical offer

The technical offer must cover all aspects and tasks required in the technical specifications and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all requirements may be rejected on the basis of non-compliance with the Tender Specifications and will not be evaluated.

Chapter 5: Financial offer

The price for the tender must be quoted in euro. Tenderers from countries outside the euro zone have to quote their prices in euro. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to bear the risks or the benefits deriving from any variation.

Prices must be quoted free of all duties, taxes and other charges, including VAT, as the European Union is exempt from such charges under Articles 3 and 4 of the Protocol on the privileges and immunities of the European Union.

The quoted price must be a fixed amount which includes all charges (including travel and subsistence). Travel and subsistence expenses are not refundable separately. Eurofound reserves the right not to select a contractor if the price of the tenders proposed is in excess of the budget allocated to this project. Where a maximum budget is mentioned in the Tender Specifications, financial proposals exceeding this amount will be rejected.

Note that the Standard Reply Form, forming Part C of the Procurement Documents, provides a ready to use tender template. Tenderers are strongly advised to use it while drafting their tenders.

3. TECHNICAL SPECIFICATIONS

3.1. Background information

The work to be carried out in the framework of this contract is part of the Pilot Project ‘The Future of Manufacturing’, proposed by the European Parliament and delegated to
Eurofound by the European Commission (DG Internal Market, Industry, Entrepreneurship and SMEs). The project commenced in April 2015 and will run for four years. It is monitored and accompanied by an Inter-Service Steering Group comprising representatives of the European Commission services and the social partners.

Economic and labour market developments since 2008 have highlighted the fundamental importance of manufacturing for economies in the global era. Manufacturing has always been vital for research and development and a nation’s capacity for innovation. Moreover, manufacturing plays a key role in the necessary reallocation of resources across countries, regions and sectors, to foster productivity growth and sustainable job creation. However, the impact of the global recession can still be felt in manufacturing in Europe in which, unlike the services sectors, production levels remain nearly 10 percentage points below those at the first quarter of 2008 and employment and investment levels still are significantly below pre-crisis levels. Manufacturing employment in the EU returned to the same level as in 2010 but is still 1.7 million jobs down from the employment level in 2009.

This is a very opportune moment to think strategically about manufacturing, as there is much to suggest that we are on the cusp of a new industrial revolution. Technological innovations will lead to a massive increase in manufacturing productivity, while possibly having a likely negative impact on employment numbers in some stages of the value chain and changing requirements regarding work organisation and workers’ skills in others. New jobs created in manufacturing in the future will most likely not have the same characteristics and requirements as those destroyed during the global recession.

This contract is part of a task in the Pilot Project titled ‘Entrepreneurship and SME internationalisation’. In its endeavour to seek job-rich growth in the aftermath of the global recession, the European Commission explicitly mentions the opportunities that global growth offers for Europe’s businesses as internationalisation is often related to job creation. However, among Europe’s small and medium-sized enterprises (SMEs) – which are recognised as ‘the backbone of the Europe’s economy’ – only about one third are exporters, and the share of those being active beyond the EU is as low as about 20%. Moreover, the degree of internationalisation of SMEs varies significantly across Member States.

With the aim of encouraging businesses, and notably SMEs, to enhance their international activities, the European Commission has established a set of initiatives, including the Single Market Strategy, the Digital Single Market Strategy, regular contacts and cooperation with third countries to promote internationalisation of companies, notably SMEs, the European Standardisation System as well as various networks and portals to

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6 http://ec.europa.eu/growth/smes/index_en.htm
10 http://ec.europa.eu/priorities/digital-single-market_en
11 http://ec.europa.eu/growth/industry/international-aspects/missions-for-growth/index_en.htm
facilitate SMEs’ access to information related to the characteristics of third-country markets.\textsuperscript{13} Furthermore, access to markets and internationalisation is one of the priorities of the Small Business Act for Europe (SBA).\textsuperscript{14}

There is a considerable heterogeneity among the SME population regarding their internationalisation intentions, intensity, target markets, modes etc. Consequently, for a better understanding of the driving and hindering elements for SME internationalisation as well as its characteristics some focus on specific SME types is recommended.

Accordingly, this project will focus on ‘born global enterprises’ as the starting point for the analyses Most SMEs follow the traditional internationalisation model of going global only in the later phases of the company life cycle, after having established a solid home market and having integrated in local or national value chains, and then expand from geographically and culturally closer markets to more distant ones, targeting one foreign market after the other.\textsuperscript{15} Born globals, in contrast, engage in international activities briefly after start-up, often address different countries in parallel and not necessarily do business in the geographically or culturally close ones.

Born globals have been found to be characterised by dynamic economic and employment growth\textsuperscript{16} and hence might deserve more policy attention than they currently receive. This becomes even more important, as they are confronted specific challenges due to the characteristics of their business model that could be better addressed to better take advantage of their potential.

\textbf{3.2. Purpose of the contract}

\textbf{a) Overall objectives}

Purpose of this project is to explore the business model of ‘born global enterprises’ in more detail, notably their international activities, and to develop policy pointers on the promotion of SME internationalisation. In this context, born globals (other connotations often used are international new ventures\textsuperscript{17}, global start-ups\textsuperscript{18}, infant multinationals\textsuperscript{19}, micro multinationals or innate exporters\textsuperscript{20}) are understood as young (generally up to five years), independent, individual companies (that is, not belonging to a group or holding) that have an active, strategic intention to internationalise and are intensively engaged in international activities (e.g. recurring export share of at least 25% of total sales) in at least two foreign countries.\textsuperscript{21}

The born global enterprises to be analysed in the project have to have their headquarters in a Member State of the European Union. The analysis needs to have a strong focus on

\textsuperscript{13} http://ec.europa.eu/growth/smes/support/networks/index_en.htm
\textsuperscript{21} Eurofound (2012), Born global: The potential of job creation in new international businesses, Publications Office of the European Union, Luxembourg.
the manufacturing sector that is either the born global enterprise or its partner companies along the value chain need to be manufacturing companies (NACE C).

b) Specific objectives

Against the above general background, the specific objectives of this projects are to:

- identify the drivers and obstacles for born globals and their cooperation partners to engage in international activities, differentiating between European and global target markets if possible (to investigate the influence of the EU’s Single Market as much as possible);
- illustrate the role of born globals in international value chains, that is their stage in the supply chain and cooperation models and practices with their partner firms;
- illustrate the effects of born globals’ international activities, notably on economic performance and employment of not only the born globals themselves but also of their cooperation partners;
- illustrate success factors for positive outcomes of internationalisation and international cooperation on economic and labour market performance of the involved firms;
- provide policy pointers how the challenge of combining early-phase entrepreneurship and internationalisation activities can be (better) supported by public actors, policy and regulatory frameworks, based on an analysis of the current situation of framework conditions and support offers and needs, with specific focus on the influence of the EU’s Single Market.

3.3. Scope of the work

This tender is not divided into lots. The tenderer must be in a position to provide all services requested, as listed below.

Task A. Identification of potential case studies

In a first step, the contractor will identify potential case studies and provide 15 suggestions to Eurofound. Each case study comprises:

- at least one born global enterprise (satisfying in general the definition suggested in Eurofound, 2012; however, deviations can be discussed and will be accepted in certain limits if justified and still in line with the overall objectives of this project; however, the born global must be an SME in line with the definition of the European Commission22) which has its headquarters in a Member State of the European Union; and
- at least two companies cooperating with the born global enterprise along an international value chain; the companies have to be located in a different country than the born global, either in a Member State of the European Union or in a third country (in Europe or beyond).

The case study has to have a strong manufacturing orientation, that is either the born global(s) or their partner companies have to be manufacturing firms (NACE C). In spite of the young age of the born global, the cooperation with the other firms should not be too recent in order to explore some effects of and success factors for the international cooperation.

Tenderers are invited to describe their approach to identifying potential case studies, for example including drawing on their expertise in this topic, using existing academic and policy literature or conducting expert interviews.

Across the suggested case studies, there should be some diversity, for example regarding the following aspects (tenderers are encouraged to provide additional or alternative factors):

- Country of origin and market size of country of origin of the born global enterprises;
- Country of origin/geographic location of the cooperation partner (incl. EU vs. third countries within Europe and beyond);
- Size of the born global enterprises and their cooperation partners;
- Sector/type of activity of the born global enterprises and their cooperation partners;
- Role of the born global enterprises/their stage in the international value chain and mode of cooperation.

The contractor will present the relevant information in order for Eurofound to decide which of the suggested case studies are to be analysed in the framework of the project. While the specific content of this information will be agreed upon in the induction phase of the project, from a preliminary point of view the following details might be requested in a standardised form (that is, using a reporting template or overview file to be elaborated by the contractor and approved by Eurofound):

- Name and structural characteristics (e.g. start-up date, location, number of employees, sector, type and extent of international activities) of the born global enterprise(s);
- Name and structural characteristics (e.g. start-up date, location, number of employees, sector, type and extent of international activities) of the cooperation partner;
- Start date, intensity and type of cooperation.

On the basis of this information, Eurofound will decide upon the case studies to be analysed further, in cooperation with the European Commission. In this process, Eurofound may request additional information or clarification if needed for well-informed decision making. Also, Eurofound may request the provision of additional suggestions if an insufficient number of the suggested case studies is deemed satisfying for further research.

**Task B. Case study research**

From the suggested case studies, Eurofound (in cooperation with the European Commission) will select five to be analysed in detail. In line with the above specification, each case study will comprise of at least three companies (at least one of them being a born global) in at least two different countries, resulting in a total of at least 15 companies to be covered. Overlaps between country coverage will be accepted (that is, it is not necessarily required to secure companies from 30 or more different countries), but spread should be as wide as possible.

After **screening relevant available documentation** (e.g. websites, media articles, annual reports of the companies), the contractor is expected to focus most of the analysis on **qualitative interviews** with the company representatives (e.g. owner/manager, CEO, internationalisation manager), that is, for each case study at least three interviews in at least two different countries will have to be conducted. Interviews should be conducted face-to-face wherever possible.
Eurofound offers to draft an official letter confirming the contractor’s involvement in this project and asking potential interview partners for cooperation if such is deemed useful by the contractor.

The interviews are to follow a half-standardised qualitative interview guideline to allow for comparability across the different case studies. The interview guideline is not to be understood as a distinctive set of questions that have to be covered in each interview. Rather, it is to be drafted as comprehensive topic guide to assist interviewers in ensuring that all issues of interest in this project are covered in the interviews and helping them in probing interview partners for the relevant information.

The interview guideline will be drafted by the contractor and discussed with as well as agreed upon by Eurofound (in cooperation with the European Commission). Tenderers are encouraged to include in their proposals suggestions for topics to be covered. From a preliminary Eurofound perspective, the following should be covered at least:

- Structural characteristics of the born global(s) and the cooperation partners, e.g. start-up date, number of employees, sector, type of activity (e.g. development, pre-production, mass production, after-market), economic performance, ownership and management structure;

- Internationalisation activities of the born global(s) and the cooperation partners, e.g. start date, type of internationalisation (e.g. non-regular or export/import, subcontracting, licensing, franchising, cooperation with independent sales representatives, joint ventures, FDI etc.), intensity of internationalisation (e.g. number of foreign markets, export share), target markets (particularly: within or beyond the EU, sequencing) and reasons why these specific ones have been selected (including aspects related to the EU’s Single Market);

- Drivers and barriers for internationalisation (both, pull and push factors; both, company internal and external factors, including a specific focus on issues related to the EU Single Market), e.g. sectoral/regional/national export culture and policies (incl. smart specialisation or co-creation), intrinsic motivation and previous internationalisation experience of the owner/manager, business/management/internationalisation resources and skills in the company, product characteristics and demand in the home market and in foreign markets, existence and affiliation to networks/business partners/business clusters (local, national or international)/trust relationships, costs of internationalisation (incl. cross-national taxation, customs duties etc.), access to finance, trade incentives/disincentives, legal and administrative issues related to access to foreign markets (e.g. import rules, registration of products or subsidiaries, access to market places etc.), availability of/access to/quality of information about foreign markets, availability of/access to/quality of public support for internationalisation, issues related to intellectual property rights, issues related to the cross-national recognition of product standards, issues related to transport/logistics, issues related to international recruitment or HRM;

- Cooperation between the born global(s) and the cooperation partners, e.g. type of cooperation (incl. relevance of online/virtual cooperation, sharing economy), size and structure of the network (incl. direct vs. indirect lines), roles/tasks/duties/responsibilities of the individual involved companies, their stages in the supply chain, which company initiated the cooperation, identification, selection and approaching potential cooperation partners, formalisation of the cooperation, coordination procedures and network governance, ‘power position’ of the individual
involved companies (e.g. dependent/determining vs. interdependent), financial and HR
dimension of the cooperation (flows of capital and staff);

- Effects of the international cooperation for the born global(s) and cooperation
  partners, e.g. sales, profit, production process, productivity, reputation, networking
  (incl. boundary spanning), access to markets, access to finance, knowledge transfer,
  organisational learning, innovation, competitiveness, sustainability, employment
  numbers, composition of staff, HRM, working conditions;

- Success factors for internationalisation and international cooperation;

- External support related to internationalisation, e.g. needs for external
  internationalisation support by the born global(s) and cooperation partners (if so, what
  kind of support, offered by whom), awareness/knowledge of available
  internationalisation support and assessment of its suitability for the needs of the born
  global(s) and cooperation partners, did/do the born global(s) and/or cooperation
  partners benefit from any public, social partner based or private support (if so, what
  kind of support, offered by whom, satisfaction level), ‘wish list’.

A template to standardise the presentation of the findings (in English), covering all agreed
upon topics of the interviews and background research, is to be elaborated by the
contractor during the induction phase of the project in close cooperation with Eurofound. It
is assumed that each case study will be presented on about 15-20 pages. The contractor
needs to ensure that draft case studies are approved by the interview partners.
The draft case studies will be validated by Eurofound (in cooperation with the European
Commission). Requests for clarifications and additional information have to be considered
for the revisions and resubmission to Eurofound until Eurofound’s acceptance of the case
studies as finalised.

Next to the final case study reports, the contractor has to submit a list of interview partners
(name, organisation, contact information) for Eurofound’s internal use as well as a
confirmation that interview partners and authors approved the publication of the case study
if Eurofound decided to do so. Furthermore, an excel file with the data underlying any
graphs included in the case study report is to be provided.

**Task C. Policy analysis**

Next to the case study research, the contractor will be requested to identify public and
social partner based support instruments, as well as support instruments offered by
business or sector organisations, aiming at fostering SMEs’ internationalisation in the
countries in which the born global(s) and their cooperation partners have their
headquarters. From a preliminary perspective, relevant types of support could include the
following (to be further developed by the contractor and discussed with Eurofound in the
induction phase of the project):

- Regulatory and administrative environment (e.g. entry restrictions, registration of
  products, services or businesses, customs duties, taxation, price controls, intellectual
  property rights, labour law, industrial relations or social protection related issues);
- Support in developing an export strategy, conducting feasibility studies or similar;
- Education, training, skills development, incl. seminars, conferences or workshops;
- Provision of/access to information about foreign markets, incl. market opportunities,
  rules and regulations;
- Support related to foreign market entry, incl. recognition of business/product registration, foreign buyer motivation programmes, foreign market development, negotiation assistance/facilitating the establishment of international contracts, assistance in international dispute resolution;
- Access to finance, incl. export subsidies or guarantees and access to alternative funding;
- Networking with international stakeholders;
- Support related to standardisation or adapting products (incl. packaging) to foreign markets;
- Support related to intellectual property rights;
- Support related to international recruitment and HRM;
- Support related to transport/logistics.

For each of the countries under consideration (that is, a minimum of 10, based on the case studies), the contractor will provide an overview of up to five initiatives, focusing on the most important, effective or innovative ones. Of particular interest are initiatives either explicitly targeting born globals or implicitly being beneficial for them. The information to be submitted will be agreed upon in the induction phase of the project but should at least include

- Name of the initiative;
- Name and type of the organisation(s) administering and funding it;
- Type of initiative and main characteristics;
- Justification for ‘shortlisting’ the initiative among all national initiatives.

Based on the provided information, and with the intention to achieve some diversity among the instruments to be analysed in more detail, Eurofound (in cooperation with the European Commission) will select two instruments per country (that is, a total minimum of 20, based on the case studies). For these, the contractor will be requested to conduct desk research (e.g. programmatic documents, website of the initiative, media articles, studies and academic literature on the instrument, particularly evaluations) and expert interviews to provide relevant details in a standardised template to be elaborated by the contractor and approved by Eurofound in the induction phase of the project. Tenderers are invited to further elaborate or suggest alternatives to the following example.

<table>
<thead>
<tr>
<th>Name of the initiative in national language and English</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of launch of the instrument and end date (if applicable)</td>
</tr>
<tr>
<td>Initiator/administrator (organisation)</td>
</tr>
<tr>
<td>Source of funding and available budget</td>
</tr>
<tr>
<td>Target group/eligibility/coverage</td>
</tr>
<tr>
<td>Purpose/content/characteristics/description of the initiative</td>
</tr>
<tr>
<td>Outcome of the initiative (e.g. number of beneficiaries, effects)</td>
</tr>
<tr>
<td>Strengths/success factors of the initiative</td>
</tr>
</tbody>
</table>
Weaknesses/bottlenecks of the initiative

Weblink

Information sources used for filling the template

It is assumed that each national policy analysis (that is, the two templates for the selected initiative, eventually supplemented by a brief introduction as background information) will be presented on 5-10 pages.

The draft policy analyses will be validated by Eurofound. Requests for clarifications and additional information have to be considered for the revisions and resubmission to Eurofound until Eurofound’s acceptance of the policy analyses as finalised.

**Task D. Overview report**

The contractor will conduct a comparative analysis on the elaborated case studies and policy analyses and incorporate the findings into a draft overview report, including policy pointers derived from the research. Tenderers are invited to describe their suggested approach to process, analyse and present the collected data.

The draft overview report has to follow a structure agreed upon in advance by Eurofound and might be supplemented by some literature review conducted in-house by Eurofound.

The draft overview report will be validated by Eurofound. Requests for clarifications and additional information have to be considered for the revisions and resubmission to Eurofound until Eurofound’s acceptance of the overview report as finalised. The final overview report should have about 80 pages and has to be supplemented by a two-page executive summary and a one-paragraph abstract, all following Eurofound style guide.

### 3.4. Expected deliverables

The study conducted by the contractor under this contract shall consist of the following:

- An **induction report** specifying the methodological approach and time schedule. It will also include the methodological tools, such as case study suggestions and interview guideline. Accordingly, it will also take into account the discussions of the kick-off meeting.

- A **first draft** of the **case studies** (at least 10 pages, each) and **policy analysis** (about 3-5 pages, each), and potentially further drafts incorporating any revisions requested by Eurofound. The number of drafts will depend on the quality of the initial case studies and revisions.

- An **interim report** of about 30 pages, summarising some first findings of the case study and policy analysis.

- **Draft final versions** of the **case studies** (15-20 pages, each), the **policy analysis** (5-10 pages, each) and the **overview report** (about 80 pages).

- **Final case studies** (15-20 pages, each), including the list of interview partners and an excel file with data for any included graphs, and **final policy analysis** (10-20 pages, each).

- A **final overview report** (about 80 pages) and an excel file with data for any included graphs.

- An **abstract** of maximum 150 words.
• An **executive summary** of maximum 1,100 words. The executive summary shall contain the following sections: (i) Introduction, (ii) Policy context, (iii) Key findings and (iv) Policy pointers. A sample abstract and executive summary may be viewed at [http://www.eurofound.europa.eu/publications/htmlfiles/ef12541.htm](http://www.eurofound.europa.eu/publications/htmlfiles/ef12541.htm).

All deliverables will be submitted in the English language, in Eurofound editorial style and according to the guidelines provided in Article I.13 of the special conditions of the draft contract attached.

### 3.5. **Duration & place of work and meetings**

The contract shall enter into force on the date on which it is signed by the last contracting party.

The duration of the execution of the tasks shall not exceed **17 months**.

**Provisional timetable**

<table>
<thead>
<tr>
<th>Deliverable No.</th>
<th>Deliverable</th>
<th>Deadline for submission</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Commencement of the contract</td>
<td>June 2016</td>
</tr>
<tr>
<td>2.</td>
<td>Kick-off meeting</td>
<td>June 2016</td>
</tr>
<tr>
<td>3.</td>
<td>Induction report</td>
<td>August 2016</td>
</tr>
<tr>
<td>4.</td>
<td>First draft case studies, policy analysis and interim report</td>
<td>November 2016</td>
</tr>
<tr>
<td>5.</td>
<td>Interim meeting</td>
<td>December 2016</td>
</tr>
<tr>
<td>6.</td>
<td>Draft final case studies, policy analysis and overview report</td>
<td>July 2017</td>
</tr>
<tr>
<td>7.</td>
<td>Final case studies, policy analysis and overview report (incl. supporting material), abstract, executive summary</td>
<td>September 2017</td>
</tr>
<tr>
<td>8.</td>
<td>Close of the contract</td>
<td>October 2017</td>
</tr>
</tbody>
</table>

The tasks are to be performed at the premises designated by the Contractor and agreed by Eurofound. A kick-off meeting and an interim meeting with Eurofound will be held in Eurofound’s premises in Dublin (Ireland) or Brussels (Belgium). Regular e-mail exchange and phone calls between Eurofound’s project managers and the Contractor will take place. Video conferences may be held as well if necessary.
3.6. **Volume of the contract & payments**\(^{23}\)

The maximum budget for the implementation of this direct contract is **EUR €190,000.** Any offer exceeding this maximum will be automatically excluded from contract award.

**Payment schedule**\(^{24}\)

<table>
<thead>
<tr>
<th>Payment</th>
<th>Payment on approval by Eurofound of the following deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>30% interim payment</td>
<td>First draft case studies, policy analysis and interim report</td>
</tr>
<tr>
<td>40% interim payment</td>
<td>Draft final case studies, policy analysis and overview report</td>
</tr>
<tr>
<td>30% payment of the balance</td>
<td>Final case studies, policy analysis and overview report (incl. supporting material), abstract, executive summary</td>
</tr>
</tbody>
</table>

3.7. **Ownership and use of the results**

Tenderers are advised to familiarise themselves with the provisions on the use of the results obtained in performance of the contract, contained in Article I.8 & II.13 of the Draft Contract (Part D of the Procurement Documents).

If, for the purpose of the contract, pre-existing material will make up any part of the final results, this needs to be declared in the tender proposal. Information must be provided about the scope of pre-existing materials, their source and when and how the rights to these materials have been or will be acquired.

In the tender proposal all quotations or information originating from other sources and to which third parties may claim rights have to be clearly marked (source publication including date and place, creator, number, full title etc.) in a way allowing easy identification.

The successful contractor, to which the contract is awarded, will be requested to establish a list of all pre-existing rights and rights of creators and third parties on the results of this contract or parts thereof. This list will have to be provided no later than the date of delivery of the final results.

4. **CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES**

The contractor must deliver the report and other deliverables as indicated below.

\(^{23}\) Note: The budget estimation provided will form the basis for the maximum expenditure threshold limit set in case of framework contracts. A realistic cost scenario is required in order to assess whether prices offered are in excess of the budget available. In case of direct contracts the maximum amount is set by offers.

\(^{24}\) See Policy on Contract Payment Schedules (GR-12-31566) for options.
4.1. Content

4.1.1. Final report

- The final **overview report** of approximately **80 pages or 40,000 words** (these page and word counts to include all content, including annex and bibliography) and an excel file with data for any included graphs must include.
- an **abstract of no more than 150 words**, which shall be delivered at the same time as the final report. The purpose of the abstract is to act as a reference tool helping the reader to quickly ascertain the report’s subject. It also serves as a preview of the report on the publications area of the Eurofound website.
- and an **executive summary** of maximum **1,100 words**. The executive summary shall contain the following sections: (i) Introduction, (ii) Policy context, (iii) Key findings and (iv) Policy pointers. A sample abstract and executive summary may be viewed at [http://www.eurofound.europa.eu/publications/htmlfiles/ef12541.htm](http://www.eurofound.europa.eu/publications/htmlfiles/ef12541.htm).

The content should fall under the following standard headings: Introduction; Policy context; Key findings; Policy pointers or Conclusions. A sample abstract and executive summary may be viewed at: [http://www.eurofound.europa.eu/publications/htmlfiles/ef12541.htm](http://www.eurofound.europa.eu/publications/htmlfiles/ef12541.htm).

4.1.2. Requirements for publication on Internet

Eurofound is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. Eurofound supports the Web Content Accessibility Guidelines 2.0 of the W3C of the European Commission. For full details on the Commission policy on accessibility for information providers, see: [http://ec.europa.eu/ipg/standards/accessibility/index_en.htm](http://ec.europa.eu/ipg/standards/accessibility/index_en.htm).

For the publishable versions of the report, abstract and executive summary, the contractor must respect the W3C guidelines for accessible pdf documents as provided at: [http://www.w3.org/WAI/](http://www.w3.org/WAI/).

4.2. Structure

The report shall have the following basic structure:

- **Title**;
- **Sub-title** (Optional) - this is useful where the subject matter is too complex to allow a simple one-line heading to adequately express the content.
- **Text** - the use of tables, lists (with bullet points or numbers) and graphical material (charts) is very important in studies/reports. With the help of section and sub-section headings, these enable the text to be broken up and enhance online readability. Section headings will in general reflect the sub-themes covered in the report. At the author’s discretion, sub-sections may be used within sections to facilitate handling of complex material.
- **Executive summary, Abstract and Annexes** and tables should be submitted as separate files.
4.3. **Graphic requirements**

Deliverables shall be submitted in Word format, using Eurofound's Word template “EFRecord.dot” which is online at [http://www.eurofound.europa.eu/help/templates.htm](http://www.eurofound.europa.eu/help/templates.htm). They must conform to the rules and guidelines for Eurofound publications (including rules on citation) which are laid down in the Eurofound Style Guide. This can be downloaded from the following internet address: http://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef1327en.pdf.

All deliverables shall be submitted in electronic format and where not stated otherwise, submission shall be via email. Wherever possible, graphics should be high resolution and files should be text-based (not scanned). Also submit excel files with programme data for any included graphs. They shall be clearly identified with the contract number. If applicable, details of other software used shall be provided.

Notwithstanding the conformity to the rules above, all (interim) deliverables created under the contract must include the Eurofound logo and full name and the following statement: "developed in frame as part of FOME (Pilot Project ‘The Future of Manufacturing’),” clearly visible to any form in which the deliverables are presented.

The contractor, when requested to present the deliverables on behalf of Eurofound, must conform to the rules and guidelines for Eurofound publications as stipulated above.

5. **EVALUATION AND AWARD**

The evaluation is based solely on the information provided in the submitted tender. It involves the following:

- Identification of the tenderer right to access the market on the basis of the evidence provided by the tenderers;
- Verification of non-exclusion of tenderers on the basis of the exclusion criteria;
- Selection of tenderers on the basis of selection criteria;
- Verification of compliance with the minimum requirements set out in these Tender Specifications;
- Evaluation of tenders on the basis of the award criteria.

Eurofound may reject abnormally low tenders, in particular if it established that the tenderer or a subcontractor does not comply with applicable obligations in the fields of environmental, social and labour law.

The tenders will be assessed in the order indicated above. Only tenders meeting the requirements of one step will pass on to the next step.

5.1. **Identification of the tenderer**

The tender must include a duly filled and signed **Part 1 of the Standard Reply Form**. It should be signed by an authorised representative presenting the names of the tenderer (including all entities in case of joint tender) and identified subcontractors if applicable, and the name of the single contact point in relation to this procedure.
In case of a joint tender, Part 1 of the Standard Reply Form must be signed either by an authorised representative for each member, or by the leader authorised by the other members of the consortium in the **Consortium Agreement** (see Part 1 of the Standard Reply Form).

Subcontractors that are identified in the tender must sign **Declaration of Intent** (see Part 1 of the Standard Reply Form) stating their willingness to provide the services presented in the tender and in line with the present Tender Specifications.

The successful tenderer (including all members of the group in case of joint tender) will be requested to provide a signed **Legal Entity Form**. The form is available on: [http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm)

The successful tenderer (or the leader in case of joint tender) will be requested to provide a **Financial Identification Form**. Only one form per tender should be submitted. No form is needed for subcontractors and other members of the group in case of joint tender. The form is available on: [http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm)

This obligation to provide above mentioned forms may be lifted in such cases where the tenderer is already registered with the Financial Registration System of Eurofound.

### 5.2. Verification of non-exclusion

All tenderers must provide a **declaration on honour**, contained in **Part 2 of the Standard Reply Form**, signed and dated by an authorised representative, stating that they are not in any of the situations of exclusion listed.

In case of joint tender, each member must provide a declaration on honour signed by an authorised representative.

In case of subcontracting, subcontractors, whose share of the contract value is above 5% or whose capacity is necessary to fulfil the selection criteria, must provide a declaration on honour signed by an authorised representative.

Eurofound reserves the right to verify whether the successful tenderer is in one of the situations of exclusion by requiring the supporting documents listed in the declaration of honour.

The successful tenderer will be obliged to provide the documents mentioned as supporting evidence in the declaration on honour before signature of the contract and within a deadline given by Eurofound. This requirement applies to each member of the group in case of joint tender and to subcontractors whose share of the contract value is above 5% and whose capacity is necessary to fulfil the selection criteria.

The obligation to submit supporting evidence does not apply to international organisations.

A tenderer (or a member of the consortium in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by Eurofound and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that that there has been no change in its situation.
A tenderer (or a member of the consortium in case of joint tender, or a subcontractor) is not required to submit a specific document if Eurofound can access the document in question on a national database free of charge.

5.3. Selection criteria

Tenderers must prove their legal, regulatory, economic, financial, technical and professional capacity to carry out the work subject to this procurement procedure.

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to Eurofound that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

The tender must include the proportion of the contract that the tenderer intends to subcontract.

5.3.1. Declaration and evidence

The tenderers (and each member of the consortium in case of joint tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the declaration on honour (contained in Part 2 of the Standard Reply Form), signed and dated by an authorised representative, stating that they fulfil the selection criteria applicable to them. In case of joint tender or subcontracting, the criteria applicable to the tenderer as a whole will be verified by combining the various declarations for a consolidated assessment.

This declaration is part of the declaration used for exclusion criteria (see section 5.2), so only one declaration covering both aspects should be provided by each concerned entity.

Eurofound will evaluate selection criteria on the basis of the declarations on honour and selected evidence (if requested to be provided together with tenders). Nevertheless, it reserves the right to require further evidence of the legal and regulatory, financial and economic and technical and professional capacity of the tenderers at any time during the procurement procedure and contract performance. In such case the tenderer must provide the requested evidence without delay. Eurofound may reject the tender if the requested evidence is not provided in due time.

After contract award, the successful tenderer will be required to provide the evidence mentioned below before signature of the contract and within a deadline given by Eurofound. This requirement applies to each member of the group in case of joint tender and to subcontractors whose capacity is necessary to fulfil the selection criteria.

A tenderer (or a member of the consortium in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by Eurofound and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that that there has been no change in its situation.

A tenderer (or a member of the consortium in case of joint tender, or a subcontractor) is not required to submit a specific document if Eurofound can access the document in question on a national database free of charge.
5.3.2. Legal and regulatory capacity

Tenderers must prove that they are allowed to pursue the professional activity necessary to carry out the work subject to this call for tenders.

Evidence (to be provided):

- Tenderers (including each member of the group in case of joint tender) are requested to provide duly signed declarations on honour (contained in Part 2 of the Standard Reply Form), that they have legal and regulatory capacity to pursue the professional activity needed for performing the contract.

The successful tenderer (including each member of the consortium in case of joint tender) will be requested to provide the following information:

- For legal persons, a legible copy of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation applicable to the legal person requires such publication. Any delegation of this authorisation to another representative not indicated in the official appointment must be evidenced.
- For natural persons, if required under applicable law, a proof of registration on a professional or trade register or any other official document showing the registration number. This requirement will not apply in case of natural persons already registered with the Financial Registration System of the European Commission.

A tenderer (or a member of the consortium in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by Eurofound and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that that there has been no change in its situation.

5.3.3. Economic and financial capacity criteria

The tenderer must have the necessary economic and financial capacity to perform this contract until its end. In order to prove their capacity, the tenderer must comply with the following selection criteria.

- The tenderer must be in a stable financial position;
- Turnover of the last two financial years above EUR 285,000; this criterion applies to the tenderer as a whole, i.e. the combined capacity of all members of a group in case of a joint tender.

Evidence (to be provided):

- Tenderers (including each member of the consortium in case of joint tender) are requested to provide duly signed declarations on honour (contained in Part 2 of the Standard Reply Form), that they fulfil the applicable economic and financial criteria.
The successful tenderer (including each member of the group in case of joint tender) will be requested to provide the following evidence:

- **For-Profit Organisations** *(whose primary goal is making a profit):*
  - duly completed and signed **Simplified Financial Statement**, available on the Procurement Section *(Information on procurement)* on Eurofound’s webpage\(^{25}\);
  - copy of the profit and loss accounts and balance sheet for the last two years for which accounts have been closed from each concerned legal entity.

- **Non-Profit Organisations** *(formed for the purpose of serving a public or mutual benefit other than the pursuit or accumulation of profits for owners or investors):*
  - duly completed and signed **Simplified Financial Statement**, available on the Procurement Section *(Information on procurement)* on Eurofound’s webpage\(^{26}\);
  - Copy of the statement of financial activities and statement of the financial position for the last two years for which accounts have been closed.

- **Public sector entities** *(including public universities, which according to the law of the country in which they are established are NOT required to publish balance sheets):*
  - complete line 14 (Revenue) of the Simplified Financial Statement only (version for non-profit organisations), available on the Procurement Section *(Information on procurement)* on Eurofound’s webpage;
  - provide extracts from their last three budgets *(including the current one)* as evidence of their average budget amounting to at least **EUR 285,000**.

- **Individuals:**
  - only complete line 14 (Revenue) of the Simplified Financial Statement (version for non-profit organisations), available on the Procurement Section *(Information on procurement)* on Eurofound’s webpage;
  - provide extracts from any available documents *(e.g. income tax returns)* as evidence on their average income for the last three financial years amounting to at least **EUR 285,000**.

- **Evidence of professional risk indemnity insurance** *(this criterion applies to the leader in case of a joint tender)*.

If, for some exceptional reason which Eurofound considers justified, a tenderer is unable to provide one or other of the above documents, it may prove its economic and financial capacity by any other document which Eurofound considers appropriate. In any case, Eurofound must at least be notified of the exceptional reason and its justification. Eurofound reserves the right to request any other document enabling it to verify the tenderer’s economic and financial capacity.


\(^{26}\) [http://www.eurofound.europa.eu/about/procurement/generalinfo.htm](http://www.eurofound.europa.eu/about/procurement/generalinfo.htm).
5.3.4. Technical and professional capacity criteria and evidence

A. Criteria relating to tenderers

Tenderers (in case of a joint tender the combined capacity of all members of the consortium and identified subcontractors) must comply with the criteria listed below.

Tenderers (including each member of the consortium in case of joint tender) are requested to provide duly signed declarations on honour (contained in Part 2 of the Standard Reply Form), that they fulfill the applicable technical and professional criteria listed below.

In addition, all tenderers (including each member of the consortium in case of joint tender) are requested to provide a short description of their economic activities (one altogether for all entities involved).

The evidence must be provided together with the tender.

The project references indicated below consist in a list of relevant services provided in the past three years, with the sums, dates and clients, public or private, accompanied by statements issued by the clients.

- **Criterion A1**: The tenderer must prove experience in the field of research on (SME) internationalisation as well as in cross-national case study research, cross-national policy analysis, drafting reports and policy pointers.

**Evidence A1**: the tenderer must provide references for 3 projects delivered in these fields in the last three years with a similar value to € 95,000.

- **Criterion A2**: The tenderer must prove capacity to work in English at least to a proficiency minimum level of B2.

**Evidence A2**: the tenderer must provide references for 3 projects delivered in the last three years showing the necessary language coverage.

- **Criterion A3**: The tenderer must prove capacity to draft reports in English.

**Evidence A3**: the tenderer must provide one document of at least 10 pages (report, study, etc.) in this language that it has drafted and published or delivered to a client in the last two years. The verification will be carried out on 5 pages of the document.

- **Criterion A4**: The tenderer must prove its capacity to work in 10 EU countries.

**Evidence A4**: the tenderer must provide references for 3 projects delivered in the last three years. Each project the combination of projects must cover the required geographical scope. In addition, the tenderer must prove that it has contacts in the EU countries not covered by its project experience in order to ensure the required geographical coverage; for this purpose, the tenderer must provide letters of intent from the contact points.
B. Criteria relating to the team delivering the service:

Evidence will consist in CVs of the team responsible to deliver the service which shall be provided together with the tender. Each CV should indicate the intended function in the delivery of the service. Eurofound recommends submitting the CVs in EU (Europass) format which can be accessed at:


The team delivering the service should include, as a minimum, the following profiles:

**B1 - Project Manager:** At least 5 years’ experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in project of a similar value (at least € 95,000) and coverage (at least 5 countries covered), including cross-border coordination experience in managing a team.

**Evidence:** CV.

**B2 - Expert in cross-national comparative research:** Relevant higher education degree or equivalent professional experience and at least 5 years’ professional experience in the field.

**Evidence:** CV.

**B3 - Team for conducting qualitative interviews/case studies:** the team between them should have the language capacity to cover the 10 countries and past relevant experience of 3 years in conducting qualitative interviews/case studies indicated in the CV.

**Evidence:** CV.

**B4 - Language quality check:** at least 1 member of the team should have at least C1 level in the Common European Framework for Reference for Languages in English.

**Evidence:** a native speaker, a language certificate or past relevant experience indicated in the CV.

5.4. Award criteria

Prices will be evaluated on the basis of the financial offer provided by tenderers as part of their tenders and which should be in line with format required in the Standard Reply Form (Part C of the Procurement Documents).

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27 See http://www.coe.int/t/dg4/linguistic/Cadre1_en.asp
The contract will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

<table>
<thead>
<tr>
<th>Criterion No.:</th>
<th>Award criterion</th>
<th>Weighting (maximum points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion A</td>
<td>Quality of the proposed methodology</td>
<td>70</td>
</tr>
<tr>
<td>A.1.</td>
<td>Demonstrated understanding of the context and objectives of the contract</td>
<td>10</td>
</tr>
<tr>
<td>A.2.</td>
<td>Approach to identify potential case studies</td>
<td>10</td>
</tr>
<tr>
<td>A.3.</td>
<td>Approach to conduct the case studies in various countries (incl. design of the</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>interview guideline, country/language coverage and securing cooperation of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>interview partners)</td>
<td></td>
</tr>
<tr>
<td>A.4.</td>
<td>Approach to conduct the policy analysis in various countries (incl. design of</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>reporting template, country/language coverage and securing cooperation of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>interview partners)</td>
<td></td>
</tr>
<tr>
<td>A.5.</td>
<td>Approach to analyse the case studies and draft the overview report</td>
<td>15</td>
</tr>
<tr>
<td>Criterion B</td>
<td>Quality of the work organisation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Clarity of the division of tasks and responsibilities among the team and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>organisation of the workflow among team members</td>
<td></td>
</tr>
<tr>
<td>Criterion C</td>
<td>Project management and quality control</td>
<td>20</td>
</tr>
<tr>
<td>C.1.</td>
<td>Mechanisms to guarantee high quality of deliverables, including sound</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>distribution of working time to the individual tasks</td>
<td></td>
</tr>
<tr>
<td>C.2.</td>
<td>Mechanisms to guarantee meeting the stated deadlines for deliverables</td>
<td>5</td>
</tr>
<tr>
<td>C.3.</td>
<td>Mechanisms to assure readability and correct English</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>TOTAL:</td>
<td>100</td>
</tr>
</tbody>
</table>

Tenders must score a minimum of 70 points in total. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.
5.5. Ranking of tenders

The contract will be awarded to the most economically advantageous tender, i.e. the tender offering the best price-quality ratio determined in accordance with the formula below. A weight of 60/40 is given to quality and price.

\[
\text{score for tender A} = \frac{\text{Lowest price}}{\text{Price of tender A}} \times 40 + \frac{\text{Total quality score (out of 100) for all award criteria of tender A}}{100} \times 60
\]

The tender ranked first after applying the formula will be awarded the contract.

6. Additional information

Any costs incurred, in preparation and submission of a tender, in response to this invitation to tender must be borne by tenderers and are not reimbursed.

Eurofound shall not be liable for any compensation with respect to candidates whose offers have not been accepted. Nor shall it be so liable if it decides not to award the contract.

The subsequent contract will be based on the draft contract included in the tender dossier and completed using the information provided in the selected tender.

Eurofound reserves the right not to select a contractor if the offers received are considered unsuitable and/or irregular and/or unacceptable by the Evaluation Committee.