Invitation to tender:

“Assessment of the Nordic Innovation House concept”
1 Introduction

1.1 The Buyer
Nordic Innovation aims to make the Nordics a pioneering region for sustainable growth and works to promote entrepreneurship, innovation and competitiveness in Nordic businesses.

The organisation is funded by the Nordic Council of Ministers and is a key factor in implementing the Nordic Cooperation Program for Business and Innovation and Vision2030 decided by the Nordic Prime Ministers.

The organisation is located in Oslo and employs 21 persons from all Nordic countries. The yearly budget is appx. NOK 101 mill.

For further information, please refer to the following webpages:
Nordic Innovation - http://www.nordicinnovation.org
Nordic Council of Ministers – http://www.norden.org

1.2 Summary
Purpose: Assess the concept, steering model and operationalisation of the Nordic Innovation Houses in order to give recommendations on a future concept and business model for the Nordic Innovation Houses.

Audience: Nordic Trade Promotion Organisations and Nordic Innovation Commissioners: This study is being commissioned by Nordic Innovation

Budget: Maximum 375,000 NOK excl. VAT

Timeframe: September 2021 – January 2022

1.3 Background
Nordic Innovation House is a collaboration between the Nordic countries with a mission to support Nordic entrepreneurship, values, and way of doing business by connecting Nordic companies and players with selected innovation ecosystems (hot spots) around the world. Target groups are startups, scaleups, corporate innovation arms, investors as well as Nordic incubators and academia.

Supported by Nordic Innovation, Nordic Innovation Houses bring Nordic entrepreneurship, values, and our way of doing business to the global innovation ecosystem. The Nordic Innovation House offer their members soft landing facilities for Nordic start-ups and SMEs who are new to the market in question. This includes among others.

• Access and guidance into local ecosystems, innovative environments and communities
• Access to networking events and promotional activities
• Participation in high level and expert promotional activities
• Access to co-working space, meeting rooms and networking facilities
• Contribution to the promotion of the Nordic countries as a destination for foreign investments and talent

The Nordic Innovation Houses are strategically selected by the national Trade Promotion Organisations at HQ level and operated by the local national Trade Promotion Organisations in the
different markets. Based on this cooperation, emphasis is placed on Nordic Innovation Houses services to complement and be complementary to the local national Trade Promotion Organisations.

Further details on the general principals and governance model of the Nordic Innovation Houses can be found in the Concept Note (annex 1).

For more information please visit: [https://www.nordicinnovationhouse.com/](https://www.nordicinnovationhouse.com/)

2 The procurement purpose and scope

There is as of now established five Nordic Innovation Houses totally: Silicon Valley, New York, Singapore, Hong Kong and Tokyo. The purpose of the assessment is to review the concept, steering model, and operationalisation of the Nordic Innovation Houses in order to give recommendations on a future concept and governance structure as well as a self-sustainable business model for the Nordic Innovation Houses.

The following specific issues and questions should be included:

- Is the governance and steering structure clear, both locally, between local Nordic Innovation Houses and national Trade Promotion Organisations HQ and Nordic Innovation?
- The different Nordic Innovation Houses are all adapted to opportunities and specifics in their local markets. However, are the common denominators between the houses strong and clear enough to communicate Nordic Innovation Houses as one concept?
- Is the present business model economic self-sustained after three years start up period?
- Are the operations and activities run by the Nordic Innovation Houses complementary, and not duplicating, the services provided by the local Trade Promotion Organisations?
- Does a membership in a Nordic Innovation Houses bring value to the companies which are members: does it function as a community for Nordic companies?
- Does it function as a soft-landing place for Nordic companies?
- How important is it to have physical offices which can function as an incubator, or can this be provided by others, or can the Nordic Innovation houses operate virtually entities?
- Does a Nordic Innovation House bring Nordic added value or could each Trade Promotion Organisation alone just effectively offer the same services?
- How can a model be found that would allow for all the Nordic Trade Promotion Offices to participate on an ad-hoc basis, such as we have seen in Singapore, where a demand driven, and flexible model has been put in place for Danish participation?

2.1 Methodology

The Supplier is responsible for suggesting a methodological framework for the assessment. We welcome out of the box thinking and participatory methodology. National Trade Promotion organisations, Nordic Innovation and the end-user (Nordic companies) should be included in the interviews.

2.2 Deliverables

The Supplier must work closely and effectively with all relevant partners and is expected to share draft reports and analysis with the Buyer during the process.

During the process, the Supplier shall submit the following reports in English:

- An inception report with a detailed methodological proposal for the review, including a proposed timetable.
• A draft report presenting findings, conclusions and recommendations, with a draft executive summary. The executive summary should be written in English in addition to one Scandinavian language (Danish, Norwegian or Swedish).
• A final report (written in English).
• A presentation of the report with conclusions (in ppt).

2.4 Project duration and process

The Supplier and the Buyer will agree on the specific process and deadline(s) for each deliverable task. However, please note that the assignment must be finalised by mid-January.

2.5 Team profile

Nordic Innovation are looking for a consultant(s) with previous experience in conducting similar assignments. The Supplier should have proven experience in relevant fields, documented reporting and communication skills. An understanding of Nordic co-operation and one of the Scandinavian languages (Danish, Norwegian or Swedish) is an advantage.

3 Procurement value and terms

The Supplier should present a budget proposal in accordance with the award criteria. Including briefings, travelling, workshop, report writing, presentation, and follow-up.

The Supplier should price different elements in the Tender – according to the content elements described earlier. The price of the elements should be representative for the Contract. The Supplier should also provide a price per day for the Contract.

3.1 Type of Contract and duration

The Contract will be based upon the attached contract template (please see Appendix A). By delivering a Tender it is assumed that the conditions of the Contract are accepted. Considerable deviations from the Contract will not be accepted.

By participating in this competition, the Supplier commits to treat all information as confidential which is found in, or related to, this Tender Document and/or acquired throughout the entire procurement.

4 Administrative provisions

4.1 Tendering procedure

This procurement process will be conducted in accordance with the Norwegian Act on public procurement of 17 June 2017 (LOA) and the Regulations for public procurement (FOA) of 2016-08-12-974. part I.

The Buyer plans to award the contract without having prior contact with the Suppliers, apart from possible requirements of smaller clarifications/corrections of Tender. However, negotiations may be organized if the Buyer deems it necessary after having received the Bids. Selection will then be made based on the award criteria. It is to be noted that the Suppliers should hold no expectations of dialogue concerning their Bid and should therefore deliver their best Bid. The Buyer is free to choose none of the offers.

The Supplier is strongly encouraged to follow the instructions contained in this Tender Document, including attachments, and to pose possible questions per e-mail to the contact persons indicated in
chapter 4.2. within August 23rd 12:00 CET. All questions regarding the tender with answers will be published no later than August 25th 12:00 CET at:

4.2 Contact details
Communication regarding this procurement shall be written format and sent by e-mail to both of the following two contacts:

<table>
<thead>
<tr>
<th>Contact person:</th>
<th>Trine Moa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>Senior Adviser Strategy and Governance</td>
</tr>
<tr>
<td>E-mail address:</td>
<td><a href="mailto:t.moa@nordicinnovation.org">t.moa@nordicinnovation.org</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact person:</th>
<th>Svein Berg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>Managing Director</td>
</tr>
<tr>
<td>E-mail address:</td>
<td><a href="mailto:s.berg@nordicinnovation.org">s.berg@nordicinnovation.org</a></td>
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</tbody>
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4.3 The Tender Documents
Tenders shall be structured in the following way:
A Tender Document of up to 10 pages. The Tender Document should be structured to address the award criteria (please see chapter 5). The Tender Document should be in pdf-format and signed by a person authorized to sign on behalf of the Supplier.

The selected Supplier will be required to provide the following:
- Tax certificate for value added tax and tax certificate for regular taxes, not older than 6 months counted from the Tender due date (purchases involving public funds are supposed to be spent on companies that do follow the national tax regulations, so this documentation shall prove the appropriateness of the company).
- HES-self declaration (the attached template in Appendix B may be used for this).

4.4 Deadline and delivery
The Tender must be received by the Buyer no later than 01.09.2021 at 12:00 (CET).

The Tender shall be delivered by e-mail to info@nordicinnovation.org, and labelled with:
“Assessment of the Nordic Innovation House concept”

The Tender deadline is absolute. Tender received after the Tender deadline will be rejected. The Supplier carries the risk of errors or delays in the submission/sending of the Tender.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline for questioning the competition basis</td>
<td>August 15, 2021: 12:00 CET</td>
</tr>
<tr>
<td>Publishing Q&amp;A</td>
<td>August 17, 2021: 12:00 CET</td>
</tr>
<tr>
<td>Tender deadline</td>
<td>September 1, 2021: 12:00 CET</td>
</tr>
<tr>
<td>Tender opening</td>
<td>September 1, 2021: 12:00 CET</td>
</tr>
<tr>
<td>Assessment and possible negotiations</td>
<td>Week 36</td>
</tr>
<tr>
<td>Selection of supplier and notification</td>
<td>Week 37</td>
</tr>
<tr>
<td>Contract signing</td>
<td>Week 39</td>
</tr>
<tr>
<td>Tender validity date</td>
<td>90 days from tender deadline</td>
</tr>
<tr>
<td>Delivery</td>
<td>Mid-January 2022</td>
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</tbody>
</table>

4.5 Cancellation
The buyer reserves the right to cancel the competition.
5 Award criteria and evaluation
The Contract will be awarded to the Supplier who offers the most economically advantageous Tender based on the award criteria listed below.

<table>
<thead>
<tr>
<th>Award criteria</th>
<th>Documentation and examples of aspects in the assessment</th>
<th>Weight</th>
</tr>
</thead>
</table>
| Expected quality of the delivery, the methods. | The Supplier’s understanding of the task and proposed approach, hereunder:  
• Suggested methodology.  
To be included in the Tender:  
• A plan for how the supplier intends to solve the assignment, including method/model of analysis, and method of gathering data and information (including source of data).  
• Time and activity schedule. | 45 %   |
| The competence of the designated team, in assessing research and innovation programmes – breadth and depth. | The Supplier’s overview and experience of relevance for solving the task.  
To be included in the Tender:  
• The Suppliers’ educational/professional background (very brief):  
• At least one example of similar assignments within the last 3 years  
• Three references | 35 %   |
| Experience |  |
| Total cost | Value for money | To be included in the Tender:  
• Financial proposal itemizing estimated costs for services rendered (daily consultancy fees), travel costs, and any other related supplies or services required for the evaluation. | 20 %   |
| Total |  |  | 100 % |
Appendix A:
GENERAL CONDITIONS FOR PURCHASE OF SERVICES

General Conditions for Purchase of Services

1. Application
1.1 These General Conditions apply to purchase of services for Nordic Innovation, hereafter referred to as “Buyer”.
1.2 The Supplier is the addressee of the order and/or the Party a Contract is entered into with.
1.3 Any deviating contract/delivery terms are ineffective concerning the delivery unless the Buyer has accepted these in writing.
1.4 The general Conditions in the Act of 13 May 1988 no. 27 on The Sale of Goods (“kjøpsloven”) apply to the extent suitable, unless otherwise expressly stated.

2. Price and payment terms
2.1 The price is to be agreed in advance by the Parties. The price includes all costs and expenses. The price is quoted excl. VAT.
2.2 Invoicing shall be done with payment each 30 calendar days. The term of payment shall not accrue before delivery is made and approved invoice have been received.
2.3 Approved invoice is an invoice which shall be specified and documented, so that the Buyer can easily check whether the invoiced items have been received and conforms to the Contract. Invoice fees, late fees and other fees are not admitted. For invoicing based on accrued time, the time is to be specified.
2.4 If the Buyer fails to pay at the agreed time, the Supplier shall be entitled to claim interest on any overdue amount, pursuant to the Act of 17 December 1976 No. 100 relating to Interest on Overdue Payments, etc. (the Late Payment Interest Act).
2.5 The Supplier cannot transfer invoices to a third party without the prior consent of the Buyer.

3. Delivery
3.1 Delivery is considered done when the services have been completed in accordance with what has been agreed and the Buyer has approved the delivery.
3.2 If the services consist of research and/or development works, delivery is considered done when accompanying documents etc. are delivered to and approved by the Buyer.

4. Transfer of risk
Risks are transferred from the Supplier to the Buyer at delivery.

5. Suppliers contractual obligations
5.1 General obligations
5.1.1 The services shall be completed in accordance with the Contract, and shall be performed efficiently, effectively and to a high professional standard.
5.1.2 The Supplier shall cooperate with the Buyer in good faith and shall attend to the interests of the Buyer.
5.2 Characteristics of the services
5.2.1 The Supplier shall perform the services in accordance with the requirements in the Contract and be appropriate for the intended purpose.
5.2.2 The Supplier is responsible that the performance of the services is done in accordance with applicable law, and otherwise in accordance with prevailing trade rules and any other rules that may influence on the performance of the services. The Supplier shall obtain and maintain all necessary permissions and approvals for the performance of the services, and upon request from the Buyer document that necessary permissions and approvals exist.

5.3 Warranty
5.3.1 The Supplier undertakes liability for faults and defects of the delivery that are demonstrated within the first 24 months after the delivery. For partial deliveries, the warranty period starts
to run from the time when the delivery is fully installed and ready for use. The Supplier must in this warranty period as soon as possible and for its own cost replace defective parts or repair the delivery so that it is free from faults and defects of any kind. The warranty period shall not be shorter than normal practise for the particular service or trade.

5.3.2 This provision does not limit the Buyer’s right to claim remedies for faults and defects.

5.4 Right of ownership, defects in title
5.4.1 Rights of ownership, intellectual property rights and other relevant rights are transferred to the Buyer at payment, unless otherwise agreed in writing and subject to any limitations laid down by other agreements or by mandatory law.

5.4.2 The Supplier shall deliver the services free of any third party claims that are not described in the Contract and shall indemnify the Buyer from any form of third party claims relating to the services.

5.4.3 The Supplier shall retain the rights to its own tools and methods. Both Parties may also utilise general know-how that has been accumulated in connection with the Contract, provided that such know-how is not confidential.

5.5 Transfer of documents
Where the services are represented by documents, these shall be delivered together with the services.

5.6 Subcontractors
Unless otherwise agreed, the Supplier can use subcontractors to fulfil its obligations under this Contract. The Supplier is responsible for the fulfilment of the entire delivery. The Buyer is entitled to disallow the choice of subcontractors if there are justifiable grounds.

The Supplier shall maintain insurance for the services until the risk is transferred to the Buyer.

5.8 Notification obligation
If the Supplier is hindered in fulfilling its obligations at the correct time, it shall without undue delay notify the Buyer of the impediment and its effect on fulfilling the Contract. The Supplier shall be able to document when and how such notifications was given.

6. Buyer’s remedies for breach of contract
6.1 Limitation period
6.1.1 If the Buyer wishes to make a claim for breach of Contract, it must notify the Supplier in writing about the defect within a reasonable time after it discovered or should have discovered the defect.

6.1.2 If the Buyer does not submit a claim within 3 (three) years after delivery, it cannot later make a claim for that defect. This does not apply if the Supplier through a warranty or other agreement has assumed liability for defects for a longer period.

6.1.3 The Buyer may in any event make a claim on the defect, if the Supplier has shown gross negligence or otherwise behaved contrary to integrity and good faith.

6.2 Breach of notification obligation
If the Buyer does not receive notification as stipulated in Clause 5.8 within a reasonable time after the Supplier knew or should have known about the impediment, the Buyer may demand damages for loss that could have been avoided if it had received notification within the time limit.

6.3 Withholding of payment
If the Buyer has claims resulting from the Supplier’s breach of contract, the Buyer is entitled to withhold as much of the purchase price as the breach appears to constitute of the total compensation.
6.4 Penalties
6.4.1 If the Supplier does not meet deadlines as agreed, the delay constitutes grounds for daily fines. Daily fines will start to accrue automatically in the event of overdue delivery.
6.4.2 Daily fines constitute 1 % of the compensation excl. VAT for the part of the delivery that is affected by the delay per work day, limited to 20 (twenty) work days. The daily fine constitutes in any event a minimum of NOK 1000 per day.
6.4.3 The Buyer cannot discharge the Contract while a daily fine is running. This does not apply if the Supplier or someone it is liable for has shown gross negligence or otherwise behaved contrary to integrity and good faith.
6.4.4 If the daily fine does not cover the Buyer's documented direct losses incurred by the delay, the Buyer can claim damages for the excess amount.

6.5 Substitute purchase at discharge
At discharge, the Buyer has the right to conduct a substitute purchase in a reasonable manner and within a reasonable time after the discharge. In the event of a claim for damages, the Buyer is entitled to damages for the difference between the agreed price and the substitute transaction, in addition to other damages pursuant to this Contract.

6.6 Other remedies
Other remedies follow from the Act of 13 May 1988 no. 27 on The Sale of Goods (“kjøpsloven”), to the extent suitable.

7. Buyer's contractual obligations
7.1 General obligations
The Buyer shall contribute in good faith to the performance of the Contract.
7.2 Notification obligation
If the Buyer is prevented in meeting its obligations at the correct time, it shall without undue delay notify the Supplier of the impediment and its potential effect on fulfilling the Contract. The Buyer shall be able to document when and how such notification was given.

8. Supplier's remedies for breach of contract
8.1 Breach of notification obligation
If the Supplier does not receive notification as stipulated in Clause 7.2 within a reasonable time after the Buyer knew or should have known about the impediment, the Supplier may demand damages for loss that could have been avoided if it had received notification within the time limit.
8.2 Supplier's right to withhold
The Supplier is not entitled to withhold performances as a consequence of the Buyer's breach of contract. This does not apply if the breach is material.
8.3 Other remedies
Other remedies follow from the Act of 13 May 1988 no. 27 on The Sale of Goods (“kjøpsloven”).

9. Suspension regulations (force majeure)
9.1 The Parties’ obligations under this Contract may be suspended in cases in which impediments occur outside the control of the affected Party, which it could not reasonably be expected to have considered at the time of signing the Contract or avoided or overcoming the consequences of in relation to fulfilling one or more of the contractual obligations.
9.2 Suspension is conditional on the affected Party without undue delay notifying the other Party of the impediment and that the obligations thereof are suspended.

10. Transfer of rights and obligations
The Supplier cannot transfer the rights or obligations governed by this Contract to a third party without the prior written consent of the Buyer. Consent cannot be
unreasonably withheld. If the Supplier merges or demerges the Buyer has the right to discharge the Contract immediately.

11. Amendments, stopping and cancellation

11.1 If the Buyer after signing this Contract finds it necessary to amend the requirements for the service or other conditions of the Contract in such a way that the nature or scope of the service is different than agreed, the Buyer may request for an amendment contract.

With demands for amendments the Supplier may require adjustments in compensation, or time schedules, if it substantiates a ground for such adjustments. A claim for adjusted compensation or time schedule must be submitted no later than simultaneously with the Supplier’s response to the Buyer’s request for amendment contract.

The Buyer may demand the service performance reduced or increased up to the corresponding 20 per cent of the compensation for the entire service performance. The price shall in such case be changed corresponding to the decrease or increase. The Supplier may not claim compensation for such reduction.

If the Parties disagree about the amount to be added or deducted from the compensation or other consequences as a result of the amendment, the Supplier shall still implement the amendment without awaiting the final resolution of the dispute.

11.2 The Buyer may demand that the implementation of the service is temporary stopped. The demand must be proposed in writing. It must inform when the service shall stop and when it will be resumed.

By temporary stoppage the Buyer must compensate:

a. The Supplier’s documented and direct costs in connection to redeployment of personnel.
b. Other direct costs that the Supplier suffers as a result of the stoppage.

11.3 The service can be cancelled by the Buyer with 30 (thirty) calendar days prior written notice. Reduction of the service up to 20 per cent of the compensation for the entire service is considered amendment and not cancellation, c.f. Clause 18.

By cancellation before the service is fulfilled the Buyer must pay:

a. The Supplier’s outstanding amount for already performed work.
b. The Supplier’s documented and direct costs in connection to redeployment of personnel
c. Other direct costs that the Supplier suffers as a result of the cancellation.

12. Advertisements

The Supplier must obtain prior approval from the Buyer if the Supplier for advertisement purpose or in other way wishes to give the public information about the Contract beyond using the delivery as general reference.

13. Disputes

If disputes are to occur over the interpretation or legal effects of these general terms, the dispute shall be endeavoured resolved through negotiations. If negotiations have not produced a result within four - 4 – weeks, after the first negotiation meeting, the dispute shall be decided by the normal courts of law. The Buyer’s court of domicile is the court of law for disputes arising from this Contract. The same applies to underwriters. Disputes are to be solved in accordance with Norwegian law.
<table>
<thead>
<tr>
<th>Buyer:</th>
<th>Supplier:</th>
</tr>
</thead>
</table>
| **Name:** Nordic Innovation  
**Address:** Stensberggata 25, 0170 Oslo, Norway  
**VAT identification number:** 971 516 577 | **[Name]**  
**[Address]**  
**[Org. no.]** |
| **Date:**  
[dd.mm.yyyy] | **Date:**  
[dd.mm.yyyy] |
| **Signature:** | **Signature:** |

<table>
<thead>
<tr>
<th>Name and position:</th>
<th>Name and position:</th>
</tr>
</thead>
</table>
| **Svein Berg**  
**Managing Director** | **[Name]**  
**[Position]** |
Appendix B: HES Self Declaration

Denne bekreftelsen gjelder:
Firma
Adresse
Postnr./sted
Land*

Det bekreftes med dette at denne virksomheten arbeider systematisk for å oppfylle kravene i helse-, miljø- og sikkerhetslovgivningen og ved det tilfredsstille kravene i forskrift om systematisk helse-, miljø- og sikkerhetsarbeid i virksomheten (Internkontrollforskriften) fastsatt ved kgl. res. 6. desember 1995 no. 62.

Det bekreftes at virksomheten er lovlig organisert i henhold til gjeldende skatte- og arbeidsmiljøregelverk når det gjelder ansattes faglige og sosiale rettigheter. Det aksepteres at Oppdragsgiver etter anmodning vil bli gitt rett til å gjennomgå og verifisere virksomhetens system for ivaretakelse av helse, miljø og sikkerhet.

Daglig leder (sign.)

Det bekreftes med dette at det er iverksatt systematiske tiltak for å oppfylle ovennevnte krav i helse-, miljø- og sikkerhetslovgivningen.

Representant for de ansatte (sign.)

* The following applies for foreign contractors:
We hereby confirm, by preparing this offer, that we have taken into consideration the requirements that follow from The Regulation relating to systematic Health, Environmental and Safety Work in the company (the Internal Control Regulation), laid down by Order in Council of 6 December 1995 no. 62.

We hereby accept that, if requested, the Purchaser will be given the right to control and verify the Bidder’s system for taking care of the work of health, environment and safety.

Binding signature:

Manager

(Signature)

Date: