

Request for proposals

**For a pilot with Team Sweden to create a business
savviness team culture**

EIT InnoEnergy

Company KIC InnoEnergy SE, acting through its Benelux co-location

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EIT InnoEnergy is the trading brand of KIC InnoEnergy SE

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2. Overview of EIT InnoEnergy

EIT InnoEnergy is a European company fostering the integration of education, technology, business and entrepreneurship and strengthening the culture of innovation. The challenge is big, but our goal is simple: to achieve a sustainable energy future for Europe. Innovation is the solution. New ideas, products and services that make a real difference, new businesses and new people to deliver them to market. At EIT InnoEnergy we support and invest in innovation at every stage of the journey – from classroom to end-customer. With our network of partners we build connections across Europe, bringing together inventors and industry, graduates and employers, researchers and entrepreneurs, businesses and markets.

We work in three essential areas of the innovation mix:

- Education to help create an informed and ambitious workforce that understands the demands of sustainability and the needs of industry.
- Innovation Projects to bring together ideas, inventors and industry to create commercially attractive technologies that deliver real results to customers.
- Business Creation Services to support entrepreneurs and start-ups who are expanding Europe's energy ecosystem with their innovative offerings.

Bringing these disciplines together maximises the impact of each, accelerates the development of market-ready solutions, and creates a fertile environment in which we can sell the innovative results of our work.

For more information about our company please visit the following website:

<http://www.innoenergy.com/about-innoenergy/>

3. Scope of work

EIT InnoEnergy is boldly ambitious, setting its sights on a tenfold increase in its investment portfolio by 2030. This requires a substantial step-up within the organization to align efforts to deliver value based on agile execution of the strategy. It is paramount each employee contributes to the value and therefore a higher level of business savviness is required.

Therefor proposals for support to execute a Business Savvy Program ("BSP") are requested.

With a BSP we mean that each employee involved in the pilot understands and lives:

- The ambition of InnoEnergy
- The goals associated with that
- How the activities contribute to those goals
- How each co-location and business line executes those activities
- What the contribution is of each functional team in a co-location and business line
- And that each employee understands how he or she can contribute to that

The scope of work for the RFP "BSP Pilot" is to support and provide guidance to the team in Sweden:

- to discover and align on the above bullets (shared understanding)
- to discover new more effective team working methods supporting value creation (collaboration)

- and as result foster a culture of business savviness and teamwork (efficiently delivering results)

The pilot character relates to the limited scope in geography (i.e. only Sweden) and limited scope in journey. We propose a first 100-day program that should show compelling first results and an assessment of further value potential in case the BSP leads to change in behavior and delivers sustainable value improvement (it sticks). The pilot should include and cover sufficient tooling and support that is required to secure that agreements and changes stick in the follow-up phase and the team does not fall back into old less effective behavior and working methods.

The BSP should be designed to fortify collaborative efforts, with an unwavering focus on maximizing value creation. It aims to boost capturing new investments, value creation and most importantly an increase in the frequency of exits and higher multiples on each exit. It should introduce a consistent and new business rhythm of meetings, activities and delivering results that excites our team in Sweden.

The team from Sweden, along with representatives from Headquarters, will participate in the pilot. Based on compelling results after 100 days from the Swedish team, the journey for the Swedish team can be extended to sustain the changes and maintain the new business rhythm by themselves. At the same time, additional country teams will be phased in to start with the journey that Sweden enjoyed during the pilot phase.

The BSP should follow a structured approach, with clear milestones that are SMART defined and needs to be executed “on-the-job”. Execution on the job, means that real processes, real activities and real cases are being discussed of which the outcome can directly be applied in the daily work.

To capture the business planning process for 2025, start of the BSP is anticipated in November 2024, with a first 100-day iteration until the end of March, after which it will be evaluated with the aim to extend it to next phases in Sweden and to other locations.

The key deliverables and results are (during the journey and after 100 days):

- 1.) Clearly defined business challenges that contribute substantially to the Swedish business plan 2025 (evidencing the shared understanding)
- 2.) Clear results on the business challenges after 100 days that show that results are on track to substantial contribution at year end 2025 (evidencing execution on the challenge).
- 3.) A positive team culture and enthusiasm to continue the pilot (evidencing collaboration and teamwork)

The contract's duration is 24 months. In case the budget coverage for future support for the services presently tendered, plus the continuing need for the services provided by the tenderer, EIT InnoEnergy intends to extend the contract with the winner/s of the present supplier selection process with another 24 months. The contract extension will be done through a direct award procedure. This extension is subject to financial coverage and high-quality performance of the contractor and continuous need for the services, but this does not bind EIT InnoEnergy to carry out an extension.

4. Proposal Process

4.1. Participation

Participation in this proposal procedure is open to all tenderers.

4.2. Submission of proposal

	DATE (Calendar dates)
Publication on the website of EIT InnoEnergy	October 8 th 2024
Deadline for requesting clarification from EIT InnoEnergy	October 14 th , 2024
Deadline for submitting proposals	October 18 th , 2024
Intended date of notification of award	October 21 st , 2024
Intended date of contract signature	October 28 th , 2024

Proposals must be emailed in English language to the following address to:

Contact name: for the attention of Harmen de Kool

E-mail: harmen.dekool@innoenergy.com

The proposal shall contain:

- **the technical response to the service requested (point 3).**
- **the financial offer (the price for the services.)** The Financial offer must be presented in Euro and as a fixed price for the scope described, explained by estimated number of hours and price per hour. Amounts must be indicated as net amount + VAT.
- **an indication of supplier's insurance coverage.** The proposal must specify whether the supplier has taken out a company liability insurance and/or professional liability insurance including the maximum amount of coverage in Euro per event per insurance.

Responses should be concise and clear. The tenderer's proposal will be incorporated into any contract that results from this procedure. Tenderers are, therefore, cautioned not to make claims or statements that they are not prepared to commit to contractually. Subsequent modifications and counter-proposals, if applicable, shall also become an integral part of any resulting contract.

The tenderer represents that the individual submitting the natural or legal entity's proposal is duly authorized to bind its entity to the proposal as submitted. The tenderer also affirms that it has read the instructions to tenderers and has the experience, skills and resources to perform, according to conditions set forth in this proposal and the tenderers' proposal.

4.3. Validity of the proposals

Tenderers are bound by their proposals for 90 days after the deadline for submitting proposals or until they have been notified of non-award.

The selected winner must maintain its proposal until a contract is closed.

Proposals not following the instructions of this Request for Proposal can be rejected by EIT InnoEnergy.

4.4. Requests for additional information or clarification

The request for proposal should be clear enough to avoid tenderers having to request additional information during the procedure. In case the tenderers are in need of additional information or clarification, please address it to the address below. **All information requested or answered may only be done through written communication – email only.** All questions should be sent prior to deadline for requesting clarification as specified in 4.2. In case of complex or high value procurements, EIT InnoEnergy could arrange a clarification session which will be communicated to the tenderers.

Contact name: for the attention of Harmen de Kool

E-mail: harmen.dekool@innoenergy.com

EIT InnoEnergy has no obligation to provide clarification.

4.5. Costs for preparing proposals

No costs incurred by the tenderer in preparing and submitting the proposal are reimbursable. All such costs must be borne by the tenderer.

4.6. Ownership of the proposals

EIT InnoEnergy retains ownership of all proposals received under this tendering procedure. Proprietary information identified as such, which is submitted by tenderer in connection with this procurement, will be kept confidential.

The potential or actual supplier should accept that during the implementation of the contract and for four years after the completion of the contract, for the purposes of safeguarding the EU's financial interests, EIT InnoEnergy may transfer the proposal and the contract of the supplier to internal audit services, to the EIT, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

4.7. Clarification related to the submitted proposals

After submission of the proposals, they shall be checked if they satisfy all the formal requirements set out in the proposal dossier. Where information or documentation submitted by the tenderers are or appears to be incomplete or erroneous or where specific documents are missing, EIT InnoEnergy may request the tenderer concerned to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit. **All information requested or answered may only be done through written communication – email only.**

4.8. Negotiation about the submitted proposal

After checking the administrative compliance of the tenderers, EIT InnoEnergy may negotiate the contract terms with the tenderers. In this negotiation EIT InnoEnergy will ask all tenderers to adjust the proposal or specific sections of the proposal within an appropriate time limit. In case of negotiation, EIT InnoEnergy shall provide further information about the proceedings and timing.

4.9. Evaluation of proposals

The quality of each proposal will be evaluated in accordance with the below mentioned award criteria. The award criteria will be examined in accordance with the requested service indicated in Section 3 of the document.

Evaluation criteria

1. References : Project experience and competences of the members of the proposed project teams and strong successful references and clarity on critical success factors (maximum point: 20)
2. Methodology approach of project and proposed project implementation (maximum point: 20)
3. Liability exposure: tenderer with best insurance coverage and least changes to contract template shall receive the highest score (maximum point: 5)
4. Ability to scale-up : after successful pilot, convincing evidence (i.e. a planning) to extend the program in Sweden and roll-out in parallel in other locations (Germany, Spain, France, Benelux, Poland, Headquarters) (maximum point : 15).

Total technical score: 60 points maximum

5. Price or total cost: lowest offered expert unit price shall receive the highest score, other shall be calculated in relation to that in linear equation (maximum point: 40)

Total financial score: 40 points maximum

Total maximum score: 100.

4.10. Signature of contract(s)

The successful and unsuccessful tenderers will be informed in writing (via email) about the result of the award procedure.

For the contract the Service Agreement in Annex 2 shall apply. Any change desired by the tenderer in the provisions contained in the body of this Service Agreement needs to be communicated to EIT InnoEnergy as part of the proposal of such tenderer. Background for this is that such desired changes need to be taken into account in the evaluation of the proposal of each tenderer under Liability Exposure above. Significant changes are likely to lengthen the negotiation process, making it less likely that the Service Agreement can be signed in time.

Within 2 days of receipt of the contract from EIT InnoEnergy, the selected tenderer shall sign and date the contract and return it to EIT InnoEnergy. Upon receipt, EIT InnoEnergy shall also sign and send back to the winner one signed copy. In case the winning tenderer is unable to enter into the contract within the above mentioned time period, EIT InnoEnergy may decide to contract the second best.

4.11. Cancellation of the proposal procedure

In the event of cancellation of the proposal procedure, EIT InnoEnergy will notify tenderers of the cancellation. In no event shall EIT InnoEnergy be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of a proposal procedure, even if EIT InnoEnergy has been advised of the possibility of damages.

4.12. Appeals/complaints

Tenderers believing that they have been harmed by an error or irregularity during the award process may file a complaint. Appeals should be addressed to EIT InnoEnergy. The tenderers 5 days to file their complaints from the receipt of the letter of notification of award.

4.13. Ethics clauses / Corruptive practices

EIT InnoEnergy reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the Contract, EIT InnoEnergy may refrain from concluding the Contract.

The supplier shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests'). He should inform EIT InnoEnergy immediately if there is any change in the above circumstances at any stage during the implementation of the tasks.

4.14. Many journeys. One welcome.

Diversity, inclusion and equality of opportunity are core EIT InnoEnergy values. We are committed to extending the same warm welcome to everyone, whatever their personal journey. We strive to ensure every voice is heard.

We value the contribution that different viewpoints make to our business of innovation. Having a variety of perspectives at all levels also equips us to meet the needs of the diverse communities we serve.

We extend our commitment across the career cycle. We recruit people from diverse backgrounds—for example, as of 2022, we employed 39 nationalities split 50-50 male-female. We then ensure that every member of our team is involved and valued, and receives equal recognition and opportunities for advancement.

In all areas of the employee experience (including recruitment, compensation and career development), and in all dealings with customers and communities, EIT InnoEnergy staff will value merit regardless of age, social status, race, colour or genetic features, disability, ethnic/social origin or national minority membership, gender, gender reassignment, sexual orientation, language, marital or partnership status, political or any other opinion, economic status, religion or spiritual belief.

Although we do not use this as a vendor selection criterion, we are interested in learning from others, and would be happy to receive anything about your Diversity values or policy that you would care to offer.

4.15. Annexes

Annex1: Tenderers declaration form

Annex 2: Draft Contract Template.