"Digital Innovation Hubs Catalogue"- SMART 2016/0002

DRAFT - Technical Specifications

1. Context

The European Industrial Digitisation strategy plans to establish at least one world-class digital innovation hub (similar to the existing catapult centres in the UK and Fraunhofer research institute in Germany) in every region in Europe to provide, to any industry, wherever it is located in Europe, access to knowledge of the digital opportunities and testing facilities, to master its digital transformation.

The catalogue gathered in the work, providing a landscape of the Digital Innovation Hubs in Europe, is part of the implementation plan of this strategy.

In a second step (outside of the scope of this contract), the database collected in this work will be integrated in a portal to be used as a brokerage tool, to help developing Digital Innovation Hubs, and developing a network among them. Such portal will give to any SME and industry in Europe access to the exact competence fitting its needs in order to digitise its products or processes.

Definitions:

A Digital Innovation Hub (DIH) builds on competence centre(s) providing access to expertise, infrastructure, testing facility, fabrication, pilot factories, etc. A DIH is an innovation ecosystem developed around one or several competence centres, and serves as a broker among the various actors (technology providers, users, investors, funding bodies, experts in innovation, etc.), providing access to these centres and providing services such as access to finance, market intelligence, training and education, incubator services, innovation and legal coaching, etc. (concept illustrated in Figure 1, Figure 2, Figure 3 and Figure 4).

Note that a competence centre can be of different nature (Figure 5): they can be technologically centred, or application/user centred (e.g: a given pilot installation providing access to its facility for testing the technology – this could be a factory, an infrastructure to maintain and inspect, an industry giving access to part of its production line to test technology for automatising some processes, a pilot hospital, an experimental farm, etc.); the competence centres can be public organisation or private entities, companies, industries. Depending on the technologies, and the nature of the activities, the competence centre can be virtual (e.g.: in case of pure software-based services), or require a physical shared infrastructure, to give access to physical platforms, for instance robots or production chain

The DIH is also a one-stop-shop for any local industry, serving as a proxy to other DIH in other regions offering the expertise necessary for this local industry, which might not be available from this DIH; therefore it would be also important to develop the network of DIH (Figure 6).
Competence Centres are the core of Digital Innovation Hubs

Figure 1: Digital Innovation Hub vs. Competence Centre
2. Subject and objectives and tasks

The goal is to collect a catalogue as comprehensive as possible of the digital innovation hubs in Europe. The information gathered in the catalogue should give to any SME and industry in Europe access to the exact competence fitting its needs in order to digitize its products or processes. It should also give access to potential actors to join a given DIH in offering their competences and services. This study is expected to generate a database with all the DIH and the corresponding information. Such database will afterwards be used to build a portal making this information available to all the interested parties, fostering the use to the hubs, and fostering their development and networking. Therefore the database structure developed in this study must allow for updates and expansion (e.g.: adding fields, keywords for searching facilities, etc.).

Technological Scope of the catalogue: The database should cover all the ICT technologies necessary for the digital transformation of industries as presented in Figure 7: Robotics and AI, Big Data (including analytics, storage and computing, etc.), and IoT (including the objects and their connectivity: Electronic Components and Systems, micro and nanoelectronics, nanotechnology, photonics, etc and 5G, Cyber security, etc.).

Geographical scope of the catalogue: The database should cover all the EU Member States (MS). While information might be easier to collect from welladvertised activities from major initiatives in some MS, less well developed or advertised competence centres/DIH should also be included in the catalogue.

Infrastructure scope of the catalogue: Not every Research center, or University should be included in the catalogue, selection criteria should be established to filter the competence centres meeting the definition of Digital Innovation Hubs and therefore added in the catalogue (for instance proving at least 3 examples of successful technology transfer to external organisations). The exact selection criteria will be agreed with the EC at the inception meeting, and if needed be revised during the task.

The tenderer has to comply with the following minimum requirements: all the MS must be covered, the task must be executed by the end of month 12 and major DIH should be included (at least 100 by the end of the task). In addition the minimum number of meetings to be attended is specified below: 3 physical meetings and monthly conference calls.

Structure of the data:

Type of information:

The competence centres should fill in a form describing the competence they offer, potential access to infrastructure (including physical facilities), type of support/services (technical, non-technical (innovation, business, legal, standardisation, certification, access to finance, etc.)), type and maturity of their technology (TRL), market sector/industrial sector/application type they have experience with, specific target group, if applicable (e.g.:
SMEs, craftsmen), if possible examples of existing support experience to third party organisations. The conditions to accede to the competence (cost indication\(^1\), criteria, etc) should be given. This should follow a structure such as in (KET) and (GERMAN DB). They should also provide a contact person (name, phone, e-mail), their address, and NUTS 3 information (http://ec.europa.eu/eurostat/web/nuts/overview). If possible and relevant, illustration of the service offered should be included (e.g.: a link to pictures or videos describing the services/infrastructure/technology offered). In addition, the database should contain the information source of each entry, to keep trace how the information was obtained.

All this information should be collected in the database to be developed in this work, which should be flexible in order to accommodate additional information in the future.


\(^1\) The exact cost is difficult but a range or indication (such as: €;€€;€€€ or a bracket price) should be included.
It should also build on European, national, regional initiatives which developed hubs across Europe (e.g.: NL Field labs, DE labs "Mittelstand Digital, Bayern Innovativ labs, … see map below)
Main potential sources of information: In addition to the links above, Member States authorities (relevant ministries, funding agencies), regional and local governments and funding organisations, EC PPPs\(^2\) (in photonics, robotics, Big Data, ECSEL, etc.) some CSA projects (http://www.express-ca.eu/public, RockEU2, http://www.s3vanguardinitiative.eu/, etc.), representative associations such as EFFRA http://www.effra.eu/, ERRIN http://www.errin.eu/, European Technology Platforms\(^3\).

This top-down approach will be complemented by a bottom-up approach. Once a first set of data will be collected, it will be put on line and disseminated via the EC web-site (not part of this tender's duty) and potential DIH candidates will be able to apply in filling in a template. This information will have to be processed and if the candidates fulfil the conditions, they will be added to the catalogue. The processing of these applications and the addition of the candidates in the database is part of this tender.

Database format: the database format should be compatible with standard databases, with a view of being imported later on in a portal or online tool such as the S3 platform (http://s3platform.jrc.ec.europa.eu/map) (data format, xml or similar, excel/MS access

\(^2\) http://ec.europa.eu/research/industrial_technologies/PPP-in-research_en.html

\(^3\) http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=etp
compatible – to be agreed with the EC at the inception meeting). The structure of the database should allow for expansion and keyword search.

Graphical representation – Map of Digital Innovation Hubs: in addition to the database itself, the data should be represented in a simple geographic map. This is not the focus of the tender, so no major resources should be dedicated to it (and there are existing tools providing such maps from structured datasets), but for each update of the database, the data should be represented on a geographical map, so that the evolution of the catalogue could be visible and used for presentation by the EC. The exact map representation will be agreed at the inception meeting.

Language: The information regarding the competence centres should be in the local language (official language(s) where the competence centre is localised) and at least a summary of the main information in English.

Issues:

Data protection: all the entries in the database should respect the data protection regulation, therefore the organisation listed must have given permission to use and display the information they provided. They have to be informed and accept that this information will be made public.

The minimum number of events and meetings to attend is listed below. In addition, the tenderer might be invited to relevant workshops, events organised by the EC or projects, initiatives, etc. It is up to the tenderer to attend such event or plan other meetings, as deemed useful to collect information for the database. This information and the corresponding budget should be provided in the tender.

3. Deliverables, meetings and timetable

4.1. Deliverables

4.1.1. The deliverables listed below must be provided by the contractor:

- Inception report, specifying the methodology, resources and objectives provided in the tender in accordance with the indications provided by the Commission during the inception meeting (see section 4.2 below). A draft of the report shall be made available to the Commission's services for information 5 working days before the inception meeting. The report should be finalised after the meeting taking into account all observations and comments raised at the meeting. The Inception Report shall be made available within 2 weeks after the inception meeting.

- Interim and final database and associated map (interim: due at the end of month 2 and then updated every 3 months / final: due in month 12), as described in section 3, should be provided as structured data in a machine readable format (e.g. in the form of a spreadsheet and/or an RDF file) for Commission internal usage and for publishing on the Open Data Portal, in compliance with Commission Decision (2011/833/EU). The data must be publishable (comply with the data protection regulation as mentioned in section 3 – in the sub-section "issue").

- Interim Progress report (due at the end of month 2 and month 6, at least one week before the interim meeting), describes the progress, content of the database (coverage,
progress vs. objectives), problems encountered and solution to address them in the next period. Progress and methodology will be discussed at the interim meeting and at the monthly call conference and in case adjustments are needed, they will be agreed by both parties and this agreement will be documented in writing.

- **Final Progress report** (due at the end of month 12) describes the content of the database, including an analysis of the content (statistics, distribution per countries, regions, basic classification, etc.). The report should also contain recommendations to maintain and further populate the database. The report should also have a financial section reporting the costs with sufficient information to justify the costs: in particular describe the work carried out and the associated costs (e.g. time-sheets on person/days consumption, travel details, use of consumables, etc.)

4.1.2. Data formats

The raw datasets should comply with the following provisions:

- The data delivered should include the appropriate metadata (e.g. description of the dataset, definition of the indicators, label and sources for the variables, notes) to facilitate reuse and publication

- If appropriate, the data delivered could be linked to data resources external to the scope of the study, preferably data and semantic resources from the Commission's own data portal or from the upcoming pan-European portal. The tenderer should describe in the offer the approach they will adopt to facilitate data linking.

4.1.3. Report format

All deliverables must be written in English.

All reports should be consistent in style (headings, margins, citations, bibliography, etc) and contain a short executive summary. The contractor is required to properly apply quotation techniques and particular care will be taken to verify improper re-use of existing material.

All reports will be submitted in electronic format (.doc, .xls, .ppt or equivalents in open formats). Exchange of advance copies as well as other non-formal communications shall take place via electronic mail.

The Commission services will decide the possible dissemination of the findings and conclusions and any other information produced under this assignment.

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4 For example, are the companies mentioned in the datasets cross referenced with the company identifiers made available by [Open Corporates](https://www.open-corporates.com)? If the study is analyzing legislation, is it using [European Legislation Identifiers](https://eur-lex.europa.eu)? For a list of such shared data interoperability assets see the [Joinup catalogue](https://joinup.ec.europa.eu) from DG DIGIT's ISA program.
4.2. Meetings

A schedule of meetings will be agreed with the contractor for this assignment. Such meetings will be attended by representatives of the European Commission, the project manager leader and other members of the contractor’s team, as required. Other knowledgeable external experts might be invited to participate by the Commission. The meetings will be chaired by a Commission representative and will take place in Brussels or Luxembourg.

The aim of the meetings will be to guide the work of the contractor. In particular, they will allow setting-up the initial orientations, review progress in critical milestones and review the deliverables of the assignment.

Within three days following each meeting, the contractor will circulate minutes of the meeting to all participants, together with copies of presentations made during the meeting or other related documents. The minutes shall be concise and concentrate on major decisions and shall list the open action points for the next reporting period.

Inception meeting
An inception meeting will be organised by the Commission’s services at the Commission’s premises in Brussels within 1 month after signature of the contract by the last contracting party. The contractor will have to finalise the inception report on the basis of the outcome of the inception meeting. During this meeting the details of the workplan, format and structure of the data, representation of the data (map) and selection criteria of the DIH will be discussed and agreed.

Interim meeting
An interim meeting during which the contractor will present the interim findings will be held within 6 months after signature of the contract by the last contracting party. It will be organised by the Commission’s services at the Commission’s premises in Brussels or Luxembourg. The contractor will have to finalise the second progress report (due at M6) on the basis of the outcome of the interim meeting.

Final meeting
A final meeting during which the contractor will present the final findings and proposed conclusions will be held within 12 months after signature of the contract by the last contracting party. It will be organised by the Commission’s services at the Commission’s premises in Brussels. The contractor will have to finalise the final progress report (due at M12) on the basis of the outcome of the final meeting.

Monthly conference calls
In addition to the meetings to be organised in Brussels, a monthly conference call on the state of progress of the study will take place between representatives from the contractor and the Commission.

Each tenderer should include in the financial section of the offer the costs of attendance of its own representative(s) at all the above meetings and potential additional relevant workshops the tender decides to attend, in addition to the minimum number of meetings defined above.
### 4.3. Timetable

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<thead>
<tr>
<th>Deliverable ↓</th>
<th>Meeting ↓</th>
<th>Month (at the latest) →M1</th>
<th>M2</th>
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### 4.4 Terms of approval of deliverables

After reception of each deliverable included in section 4.1 above, except for the deliverables linked to payments, the Commission will have 30 calendar days in which:

- to approve it,
- to reject it and request a new deliverable.

If the Commission does not react within this period, the deliverable shall be deemed to be approved.

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5 After the first delivery of the dataset at month 2, the dataset will be updated every 3 months with the new data collected in these 3 months.
Where the Commission requests a new deliverable because the one previously submitted has been rejected, this must be submitted within 20 calendar days. The new deliverable shall likewise be subject to the above provisions.

For the terms of approval of the reports linked to payments we refer to article I.5 of the contract.

4. Duration

Duration of the performance of the contract, including the period of approval of the deliverables if applicable, must not exceed 14 months and is subject to the provisions of Article I.3.3 of the contract.

5. Price

A total fixed price expressed in Euro must be included in the offer.

The contract price must be firm and not subject to revision.

The price quoted must be exclusive of all taxes:
The European Commission, pursuant to the provisions of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Union, is exempt from all duties, taxes and dues, including value added tax (VAT).

The maximum total amount to be paid by the Commission under the contract must not exceed EUR 134 999 [one hundred thirty-four thousand nine hundred ninety-nine euro]. Tenders with a higher total price will be rejected.

The price must fall within the scope of these tender specifications and be broken down into unit prices and quantities per each of the following categories: professional fees + travel expenses + other expenses

(a) Professional fees. The daily fee and total number of man/days for each category of staff working on the contract must be specified.

(b) Travel and Subsistence Costs. In the event of travel being necessary to carry out the duties specified in the tender, travel and subsistence expenses shall be reimbursed in accordance with Article II.22 of the Service Contract. The amount specified in the tender will be the maximum reimbursable amount.

(c) Other expenses

The amount specified in the tender shall be the maximum reimbursable amount.

6. Identification of the candidate(s)
Candidates are required to provide a legal entities form and a financial identification form duly filled in, signed, and submitted with supporting evidence in accordance with the instructions therein. Supporting evidence must include a copy of an official document indicating the name of the authorised representative empowered to sign contracts on behalf of the candidate.

Economic operators already registered as a legal entity in the Commission's files (i.e. they are or have been contractors of the Commission) are not obliged to provide a new form, on the condition that they confirm that no change in the information already provided has occurred. In case of doubt, we recommend submitting a new form.

Likewise, if the corresponding bank account of economic operators is already registered in the Commission's files they are not obliged to provide a new form, on the condition that they confirm that no change in the information already provided has occurred. In case of doubt, we recommend submitting a new form.

In case of joint tenders:
- The lead partner shall provide the above mentioned evidence;
- Each partner, except the lead partner, shall submit a duly filled in and signed legal entities form with supporting evidence as described above, as well as Annex III (Power of Attorney) duly filled in and signed by an authorised representative.

Sub-contractors are required to submit either Annex IV A (for established companies) or Annex IV B (for individuals) only.

7. Evaluation and award

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

- 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

The contracting authority 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.

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6 To be downloaded at the following URL: http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm
7 To be downloaded at the following URL: http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm
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.

8. Verification of non-exclusion

All tenderers must provide a declaration on honour (see Annex 1) signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in that declaration on honour.

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

In case of subcontracting, all subcontractors whose share of the contract is above 10% and whose capacity is necessary to fulfil the selection criteria must provide a declaration on honour signed by an authorised representative.

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

A tenderer (or a member of the group 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 the contracting authority 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 group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

9. 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 the Contracting Authority 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.
Declaration and evidence

The tenderers (and each member of the group in case of joint tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the declaration on honour (see Annex I), 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 9) so only one declaration covering both aspects should be provided by each concerned entity.

The Contracting Authority will evaluate selection criteria on the basis of the declarations on honour. Nevertheless, it reserves the right to require 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. The Contracting Authority may reject the tender if the requested evidence is not provided in due time.

A tenderer (or a member of the group 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 the contracting authority 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 there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

The selection criteria are hereby listed.

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. The tenderer (including each member of the group in case of joint tender) must provide the following information in its tender if it has not been provided with the Legal Entity Form:

<table>
<thead>
<tr>
<th>Criterion:</th>
<th>Capacity to pursue the professional activity under national law.</th>
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<tbody>
<tr>
<td>Evidence (to be provided on request)</td>
<td>Declaration or certificate of inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation, or entry in the value added tax (hereinafter ‘VAT’) register⁸</td>
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</table>

⁸ For private entities:
Economic and Financial capacity

In order to prove their economic and financial capacity, the tenderer (i.e. in case of joint tender, the combined capacity of all members of the consortium) must comply with the following criteria:

<table>
<thead>
<tr>
<th>Criterion:</th>
<th>Financial capacity: an annual turnover equal or higher to the annual value of this contract.</th>
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<tbody>
<tr>
<td>Evidence (to be provided on request)</td>
<td>Copy of Profit and Loss Account and balance sheets or extracts there from signed by the authorised representative of the legal entity for the last 2 financial years, where applicable, as approved by the general assembly of the company, audited and/or published</td>
</tr>
</tbody>
</table>

Technical and professional capacity

- a proof of registration, as prescribed in their country of establishment, on one of the professional or trade registers or any other official document showing the registration number;
- if the above documents do not show the VAT number, a copy of the VAT registration document, where applicable

For individuals:
- a legible copy of his or her identity card or passport;
- where applicable, a proof of registration, as prescribed in the individual's country of establishment, on one of the professional or trade registers or any other official document showing the registration number;
- if the above documents do not show the VAT number, a copy of the VAT registration document, where applicable.

For public entities:
- a copy of the resolution decree, law, or decision establishing the entity in question or failing that, any other official document attesting to the establishment of the entity;
- if the public entity has completed a VAT registration number in the legal entity form, an official document showing the VAT number.

9 In case of a consortium these thresholds will be verified on the combined level of the consortium.

In case of participation of group members, e.g. local affiliates of international companies, figures of the entire group will only be taken into account if a specific written endorsement of the participation by the mother company is provided.
With respect to the criteria listed below in case of participation of group members, e.g. local affiliates of international companies, documentary evidence of the entire group (e.g. list of contracts, etc.) will only be taken into account if a specific written endorsement of the participation by the local affiliate and/or mother company is provided.

With respect to the criterion relating to the team members, any team member who is not directly employed by the legal entity (or one of the entities in case of a joint tender) submitting the tender is considered as a subcontractor. In such case either his employer, even if this is a local branch of the same global company, should be declared as a subcontractor or he is to be considered to participate as independent expert. In both cases the forms requested in section 7 need to be submitted.

Tenderers (in case of a joint tender the combined capacity of all tenderers and subcontractors) must comply with the following criteria:

<table>
<thead>
<tr>
<th>Criterion:</th>
<th>Relevant expertise of the tenderer and other applicants, including identified subcontractors if any, in the field of ICT, awareness of the ICT competence centers in Europe, database collection at EU level.</th>
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<tr>
<td>Documentary evidence:</td>
<td>The tenderer must provide references for projects delivered in the last three years, with a minimum value for each project of EUR 20k€, in the fields relevant to database collection or digitising the industry in Europe (preferentially including networking activities and requiring knowledge of the competence centers, European/national/regional initiatives for the digitisation of industries).</td>
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<tr>
<th>Criterion:</th>
<th>The team delivering the service should include, as a minimum, the following profiles:</th>
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<tr>
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<td>Project Manager/project management leader: At least 3 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 size (at least EUR 50k€) and coverage (geographical scope: at least 3 Member States), with experience in management of team of at least 10 people.</td>
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<td>Team for data collection: collectively the team of minimum 3 people should have good command of English language and experience of at least 2 years in data collection techniques, including obtaining these data from various sources of information, as relevant for this tender.</td>
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<tr>
<td>Documentary evidence:</td>
<td>Concise but informative curricula vitae of team members, with the educational and professional qualifications of the persons who will provide the service for this tender (CVs) including the management staff. Each CV provided should indicate the intended function in the delivery of the service. The CV should demonstrate the capacity and experience to carry out the tasks necessary for this work.</td>
</tr>
<tr>
<td></td>
<td>The Europass curriculum vitae template (available at <a href="https://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-">https://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-</a></td>
</tr>
</tbody>
</table>
instructions) shall be filled in by each person involved in the execution of the tasks foreseen in the tender. Please make sure the precise contractual link with the tenderer is clearly indicated.

10. Award of the contract (choose one of the options)

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. No weighting is given to price and quality.

\[ S_x = \left( \frac{CP}{PT_x} \right)^*TQS_x \]

where: 
- \( S_x \) = score for tender \( x \)
- \( CP \) = cheapest price
- \( PT_x \) = price of tender \( x \)
- \( TQS_x \) = total quality score for all criteria of tender \( x \)

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

<table>
<thead>
<tr>
<th>Technical award criterion</th>
<th>Maximum score</th>
<th>Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of the methodological approach, including efficiency and effectiveness of data-collection methods: strategy to cover the required ICT domains, strategy to cover the Member States, including less well advertised initiatives. Strategy to build on existing resources and gradually expand.</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Feasibility to meet the objectives specified in the invitation, including well defined and realistic of milestones.</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Sound and realistic allocation of resources, including balance of profiles and breakdown of tasks (i.e. adequacy of the profile to the allocated tasks, and distribution of efforts per task)</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>
Quality of the proposed database structure: structure of the content and scalability of the database and quality of the proposed graphical representation.

<table>
<thead>
<tr>
<th>Score</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

Minimum score per criterion (threshold): 5

Tenders scoring less than 50% of the maximum score for any technical award criterion will be considered of insufficient quality and rejected.

Minimum total score (threshold):

Tenders with a total score of less than 24 points at the end of the evaluation process will be considered of insufficient quality and rejected.