

Targeting Innovation Limited

INTRODUCTION

Targeting Innovation Limited (TIL) wishes to procure and establish a database of Innovation Capability Expert Advisors and / Assessors to deliver elements of the INTERREG VA funded Co-Innovate Programme in the eligible region of Western Scotland and the Highlands & Islands to support SMEs engaged in cross-border research and innovation.

EXPRESSION OF INTEREST (EOI) APPLICATION PACK FOR INNOVATION CAPABILITY EXPERTS ADVISORS AND / ASSESSORS

This Expression of Interest (EOI) Pack contains detailed instructions concerning the application to be made by parties interested in applying to be an Innovation Capability Expert Advisor and / Assessor, and details of the criteria that will be used in selecting associates.

The document consists of four parts and two appendices:

Part A: Instruction to Applicants

Part B: EOI Specification

Part C: Evaluation Criteria

Part D: Format for EOI Response

Appendix 1: EOI Application Template

Appendix 2: Associates Application form to be accompanied by your CV

Applications should be submitted in accordance with the instructions detailed within this document. Targeting Innovation will not consider any other form of EOI application. Any received EOIs which do not contain all of the requested information or are not received by the deadline set out in this document will not be considered.

PART A: INSTRUCTIONS TO APPLICANTS

1. PROCUREMENT OF INNOVATION CAPABILITY EXPERTS AND ASSESSORS OVERVIEW

Targeting Innovation Limited (TIL) has been contracted to provide elements of Strands 3 and 5 of the Co-Innovate Programme in Western Scotland and Highlands & Islands eligible areas. The Co-Innovate Programme is led by InterTradeIreland and partner organisations in the consortium include Scottish Enterprise, Highlands & Islands Enterprise, Enterprise Northern Ireland, 6 Border County Local Enterprise Offices and East Border Region Ltd.

Targeting Innovation is an employee owned company, originally founded in 1993 by Scottish Enterprise and four Scottish Universities with the aim of supporting the commercialisation of new technology products and services.

We are one of the UK's leading innovation and technology consultancies with over two decades of experience providing support through projects, programmes and initiatives in Scotland, Ireland, Northern Ireland, England, South Korea and through European Commission Programmes. Our goal is to help organisations accrue value from innovation and digital technology.

Our aim is to help businesses succeed through innovation and we do this by providing a broad portfolio of products, tools and services to help businesses grow and succeed. We work regionally, nationally and internationally from our offices in Glasgow and Dublin, providing consultancy and training in information technology, innovation and social media. We bring together innovation experts with the skills and experience to help businesses create, develop and exploit innovation. You can find out more about Targeting Innovation by visiting our [website](#) .

The work of the Associates will be commissioned and directed by TIL. Associates are external providers who will be contracted through mini-competitions / call-offs for individual assignments. This Expression of Interest (EOI) is being undertaken by TIL in accordance with its HR terms and conditions.

2. EOI APPLICATION INSTRUCTIONS

The following contains information about TIL and our requirements, detailed instructions concerning the application to be made by parties interested in responding, and details of the criteria that will be used in selecting the Associates.

2.1 Completion of EOI Documents

- It is the responsibility of Applicants to ensure that they have read and understood all the documentation included in this EOI pack.
- Applicants are responsible for ensuring that they have completed the application fully and accurately. Amendments to the EOI will not be permitted after submission, unless requested by TIL.
- All costs, including travel and associated costs, incurred howsoever in relation to this EOI are to be borne by the Applicant. No reimbursement will be made by TIL.
- Applicants must be submitted on the basis called for in this EOI document.
- A named individual should be identified as the lead point of contact for the application.
- All correspondence must be in English.

2.2 Process for Questions/Clarifications

This EOI process should be viewed as a confidential activity. As such, we ask that you treat TIL data and this EOI with full confidentiality. All questions regarding this material should be submitted through the related advert on TIL's website.

In the interest of fairness, questions and answers will be shared with all Applicants. In order to facilitate this process, please submit questions by the deadline shown in 2.4. TIL shall endeavour to answer within 2 working days with all answers published on our website.

Please do not provide any proprietary information in your questions.

2.3 EOI Application Deadline

In order to allow appropriate time for analysis, selection, assessment, and communication of the selected Applicants, your cooperation is requested in meeting all of the specified deadlines. It is our intention to respond to all reasonable requests for additional information and to reasonably cooperate with Applicants.

Therefore, it is imperative to submit your applications by the deadline shown in 2.4. TIL will Not consider any EOI which is late and/or does not fully comply with the stipulated requirements unless the applicant can prove that the EOI was dispatched in sufficient time to meet the specified deadline.

2.4 Timetable

TIL intends to follow the schedule below in performing the evaluation and EOI selection process. The timetable below identifies the indicative dates, however, please note that these are subject to change at TIL's discretion:

Activity	Deadline
Expression of Interest issued	Monday 5 March 2018
Questions to be submitted by	12 noon on Friday 9 March 2018
EOI returned to TIL by	12 noon on Friday 16 March 2018
EOI evaluation by Panel	Monday 19 – Wednesday 21 March 2018
Notification of Selection	Friday 23 March 2018
Commissioning period	Week beginning Monday, 26 March 2018

2.5 Commissioning period

The commissioning period will be from March 2018 for a 23 month period with up to a 23 month optional extension (dependent on start date).

2.6 Maximum Available Budget

It is anticipated that the total value of commissions awarded under the mini-competitions/call-offs will be in the region of £199,000 across all business disciplines and sectors outlined in Part B although no guarantee is given as to actual expenditure.

2.7 EOI Application

Please refer to Part D of this document for details on the required application format.

2.8 Marketing

All marketing or similar activities by the Applicant associated with the EOI and TIL must cease upon submission of the EOI application and only resume following notification from TIL of the outcome of the selection. Please do not contact any TIL member of staff directly involved with this EOI for marketing purposes during the selection process.

2.9 Confidentiality and Freedom of Information

All material provided by TIL in relation to this EOI must be regarded as confidential and may only be used for the purposes of preparing and submitting a response to this EOI. Any unauthorised use by any applicant of the information contained in this EOI may lead to disqualification of that applicant.

All information submitted to TIL may be disclosed and/or published by TIL. Without prejudice to the foregoing generality, TIL may disclose information in compliance with the Freedom of Information (Scotland) Act 2002. Note that TIL is not legally bound by the Act but has committed to behave in the spirit of the act.

Accordingly, if you consider that any of the information included in your application in response to this EOI is commercially confidential please identify it as such and explain (in broad terms) what harm might result from disclosure and/or publication.

TIL may reject any EOI that includes a blanket claim for confidentiality.

2.10 Inducements

TIL has a strong belief in propriety and ethics. An applicant attempting to offer an inducement to any member of staff will be excluded from the selection process.

2.11 EOI Application

The EOI Application must be open for acceptance for a period of 90 days, from the date for last receipt of applications.

2.12 Prices (during mini-competitions/call-offs)

Prices and rates for each piece of work will be stated in the mini-competitions / call-off documents. The rate **must** include all travel and subsistence. (See Part B, Section 6.)

2.13 Delivery of Responses

An electronic copy of the application and supporting information must be submitted not later than the date detailed in section 2.4 through Targeting Innovation's [website](#) .

TIL preference is for files that can be read by MS Office or PDF. We recommend keeping file sizes below 20mb.

EOI Applications submitted to info@targetinginnovation.com is entirely at the Applicant's risk and TIL accepts no responsibility for EOIs that fail to be delivered. If you experience difficulties, please email a copy to Jacqui Lalmy, TIL, jlalmy@targetinginnovation.com. However, all submissions must be before the Deadline as set out in section 2.4.

3. WITHDRAWAL OF EOI

EOI Applications may be withdrawn by the submitting consultant / organisation at any time before being selected.

TIL reserves the right to:

- (a) withdraw from and/or abandon and/or defer this EOI process at any time; and/or
- (b) not to select any Associate as a result of this EOI process.

TIL shall not be liable for any costs incurred howsoever in the event that the EOI process is abandoned altogether before the EOI process is complete.

4. EOI OPENING

EOI Applications will be stored by TIL and remain unopened until after the closing date specified within this document.

5. AGREEMENT IMPLEMENTATION

The successful Applicant will be ranked and retained on our database of Associates. Associates that are subsequently commissioned through mini-competitions / call-offs for individual assignments will be required to enter into a formal contract with TIL and TIL Terms & Conditions. Note that the Associate's Terms and Conditions have been uploaded to TIL website for information. The final contract will be subject to Scot's law.

Neither submission of an EOI application nor any communication between TIL and an Applicant shall constitute a contract or an offer which may be accepted nor a representation that any contract will be awarded.

6. DISCLAIMER

The information in this EOI pack is provided for information only. No representation, warranty or undertaking, express or implied, is or will be made and TIL shall have no responsibility or liability as to or in relation to the accuracy or completeness of this EOI pack or any other written or oral information made available to any party responding to this EOI pack. No information contained in this EOI pack will form the basis of any warranty or representation made by or on behalf of TIL to any applicant.

PART B – EOI SPECIFICATION

1. CONTEXT

TIL are seeking Expressions of Interest (EOIs) from appropriately qualified Experts. The selection process is designed to ensure transparency and fairness through an open, explicit and structured process. The reputation of Targeting Innovation Limited (TIL) will be influenced by the quality of the Innovation Capability Expert Advisor and/ Assessor Associates recruited, hence the need for a rigorous selection process that requires a significant input from those seeking to become Associates at application. However, TIL are committed to working with the successful Associates to build a strong, supportive and innovative network that provides excellent opportunities for Associates to add-value and influence the research and innovation support agenda.

2. CO-INNOVATE PROGRAMME OVERVIEW

The Co-Innovate programme is a cross border research and innovation (R&I) initiative funded under the European INTERREG VA Programme. The programme aims to increase the proportion of SMEs engaged in cross-border research and innovation in the Interreg eligible region of Northern Ireland, Border Region of Ireland and Western Scotland. For the first time, the programme brings together these regions' key development agencies to deliver a programme aligned with each government's strategic priorities.

The Co-Innovate programme consists of five Strands of activity, an overview of which is provided below. This ITT specifically relates to the delivery of elements of Strands 3 and 5 in Western Scotland and Highlands & Islands (Dumfries & Galloway, East Ayrshire and North Ayrshire mainland; South Ayrshire; Lochaber. Sky & Lochalsh, Arran & Cumbrae and Argyll & Bute and Eilean Siar / Western Isles) see map below.

It is widely recognised that innovation is a critical driver to competitiveness and growth. A survey carried out by InterTradeIreland across the eligible region showed that nearly 50% of SMEs are not innovation active. Each of the three eligible Co-Innovate regions aim to increase business expenditure on R&I and increase the number of firms innovating. The Co-Innovate programme intends to complement and support this aim and will target SMEs in the manufacturing and tradable services sector that have the potential to export.

The new Co-Innovate partnership has developed an integrated programme of support which will run until early 2022. There are five key strands of activity (see Flowchart below) that will engage with over 1,408 SMEs providing education and capability development support tailored to their needs.

Strand 1 – A SMEs first formal engagement with the Co-Innovate programme will be on a one-to-one basis with a qualified consultant who will conduct an 'Innovation Ready Reckoner'. This information will be used to ensure companies eligibility on the Co-Innovate Programme. Eligible companies will be invited to attend a workshop in their area. A series of workshops will be delivered at different times and locations throughout the first 3 years of the programme. They will be delivered by Innovation Experts familiar with the challenges facing SMEs. The target output is to attract 1,408 SMEs to Co-Innovate workshops.

Strand 2 – All companies that have attended a Co-Innovate workshop and that have expressed an interest in continuing on the Co-Innovate programme will undertake a Business Status Review/Business Health Check. Business Status Reviews will be conducted on SME's throughout the eligible regions. On completion of the Business Status Review, each company will have an Action Plan

on how to proceed. This may include signposting to other external programmes or it might recommend proceeding onto the Innovation Audit stage of Co-Innovate.

Companies that show potential to progress to the later stages of the Co-Innovate Programme will be invited to undertake an Innovation Audit. This will look specifically at 6 key Innovation Practices: 1) Innovation, Strategy & Vision 2) Ideas Management 3) Product/Service Development 4) Commercialisation 5) Knowledge Management & Technology 6) Developing Skills, Leadership & Culture. When the Innovation Audit is completed, each company will have a detailed action plan on how to proceed specifically in terms of Innovation. This will include recommendations for next steps on Co-Innovate where applicable, specifically identifying companies that have the intention and potential to proceed to Strands 3, 4 and/or 5 of the Co-Innovate Programme.

Strand 3 – Enterprise-specific Innovation Action Plans will be designed for each company progressing to Strand 3. These Innovation Action plans will concentrate on developing Research & Innovation capabilities. Up to 10 days expert advice will be provided to each company to address specific challenges. Advice will be conducted by external expert Advisors and so a joint work plan involving the company and several external Advisors may be drawn up depending on the specific needs of the business. It is anticipated that 94 companies will be supported under this Strand of Co-Innovate.

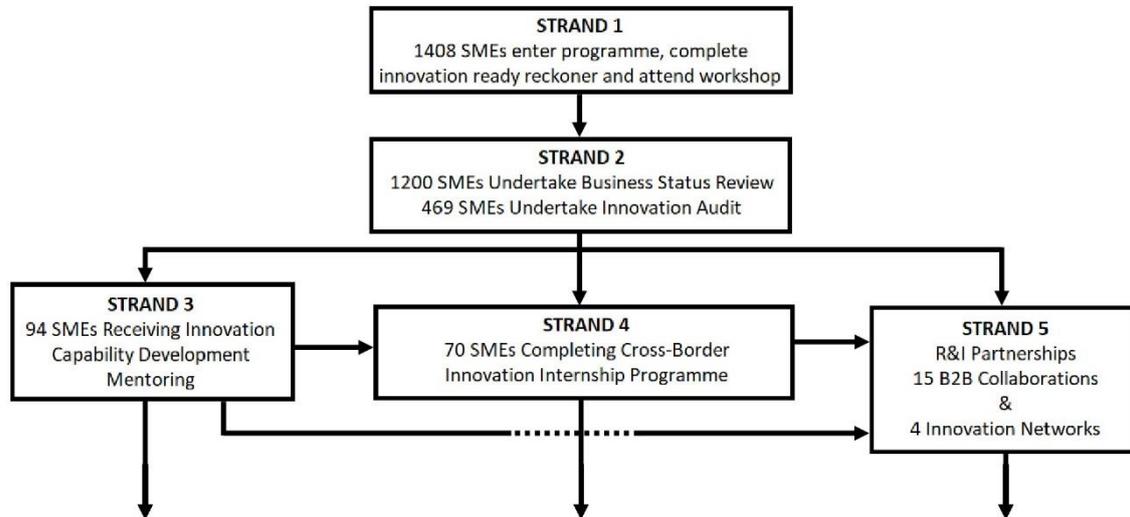
Strand 4 – 70 companies will engage in a cross-border R&I partnership. As a result of the Innovation Audit, a specific innovation need for each company will have been identified requiring significant academic expertise. Each project will build an R&I partnership between the company and an academic institute that will have the specific expertise required to meet the company's needs. The company and academic will together develop a detailed work plan. Finally, a specifically appointed Project Manager will be appointed for a 12 month period to ensure the successful implementation of the project.

Strand 5 – 15 Business to Business cross-border R&I Partnerships will be developed. It is anticipated that businesses will identify a suitable area for collaboration, an area that neither business would have the skill set to pursue alone. It is expected that expertise from outside of the business may be required.

At least 4 R&I focussed networks that span the entire eligible region will be developed. It is likely that the networks will be in the areas of 1) Renewable Energies 2) Life & Health Sciences 3) Agri-Food 4) An Other.

Refer to the following two diagrams below for an Overview of the Co-Innovate Programme and Co-Innovate Workshop Locations.

Overview of the Co-Innovate Programme



Co Innovate Workshop Locations



3. DESCRIPTION OF THE EOI

The key purpose of the EOI is to compile a database of Associates that provides flexible access to a wide range of expert support and resources to help both TIL and the Co-Innovate Programme progress priorities.

A database of Associates is being set up by TIL and the contracting and financing of the Associates' work will follow TIL procedures. The legal and financial terms and conditions for Associates will therefore be those used by TIL and will form part of the contract.

The duration of the commissioning period will be for up to 23 months initially, which may be extended for a further period up to 23 months (dependent on start date).

3.1 Associates

Associates are external providers who will be contracted through mini-competitions / call-offs for individual assignments to assist companies to develop their innovation capability by providing them with bespoke strategic Innovation Capability Expert Advice and direct support to participants across a range of business sectors. The eligible sectors within the Co-Innovate Programme are:

- a. Renewable Energy
- b. Life and Health Sciences
- c. Food, Beverage & Agri-Tech
- d. ICT
- e. Manufacturing (other than in sectors a-d above)
- f. Tradable Services (other than in sectors a-d above)

3.2 Skills, Knowledge and Experience

Applicants must demonstrate relevant skills, knowledge and experience within the last three (3) years and provide TWO examples of having worked with SMEs. Examples must relate to businesses within the eligible sectors set out in section 3.1 (a – f). Examples must demonstrate experience of working in an innovation advisory capacity with business including advising on one or more of the following areas:

1. Financial Management & Pricing Structures
2. Export Potential, Logistics and Managing Risk
3. Alternative Methods of Market Entry
4. Knowledge, Technology Management and Intellectual Property
5. Skills & Capability Development
6. Product/Service Quality
7. Research & Development
8. Researching the Market & Ideation
9. Business Planning, Vision & Strategy
10. Commercialisation
11. Supply Chain, Innovation & Collaboration Opportunities
12. Product/Service Development
13. Business Model

Each example should demonstrate experience within one or more of the thirteen areas shown and each example must provide the following information:

- Project / assignment description (to include start and end date; name and sector of the SME; number of employees within SME; description of the work undertaken and details of the individual's roles and responsibilities)
- Approach (demonstrating skills and competencies in practice)
- Outcomes and Impact
- Critical reflections about your work

NB: Applicants should note that 'the last 3 years' refers to within 3 years from the closing date of this EOI.

Response must be completed in **Calibri font size 12 and must not exceed** word constraints set out in the application form.

3.3 Scope

The Co-Innovate programme consists of 5 Strands, an overview of which has been provided in Part B section 2. This EOI specifically relates to the delivery of Strands 3 & 5.

TIL are seeking suitable Expert Advisors/Assessors to conduct work in 3 key areas:

- a) Innovation Capability Expert Advisors (Strand 3);
- b) Technical Assessment of Complex Business to Business Collaborative projects, including the capacity of the business to implement the project (Strand 5); and
- c) Due Diligence of Complex Business to Business Collaborative projects (Strand 5).

Strand 3 – 10 days Innovation Capability Expert Advisory Support

It is anticipated that 28 Innovation Capability Expert Advisory projects of up to 10 days Expert Advisory Support will be initiated to ensure that an ultimate target of 24 are completed. NB: 50% of target for Strand 3 will be delivered in the Scottish Enterprise Region and 50% will be delivered in the HIE region.

The purpose of Strand 3 is to assist companies to develop their Innovation Capability by providing them with up to 10 days Innovation Capability Expert Advisory support (over a maximum 5 month period).

The objectives of the Expert Advisory intervention for a participant can be summarised as providing bespoke strategic Innovation Capability Expert Advice and direct support to participants across a range of targeted business sectors. (Sections 3.1 and 3.2).

Each company's individual Expert Advisory needs will have been clearly identified at an earlier stage of the Programme (during Strand 2) and a bespoke Innovation Action Plan for each company will be in place. Within each Innovation Action plan, the type of Innovation Capability Expert Advice required by each company will be set out.

It should be noted that more than 1 Expert Advisor may be required to meet the company's specific needs and so it is possible that several Expert Advisors are commissioned to complete a single project. (NB: Expert Advisory days are capped at 10 days input per project, regardless of the number of Expert Advisors involved in delivery.) A joint work plan involving the company and several external Advisors may be drawn up depending on the specific needs of the business.

The Innovation Capability Expert Advisor(/s) experience and details of their area of expertise will be presented to the Co-Innovate Client Manager and company for approval prior to their formal engagement.

Each Expert Advisor will be required to provide a minimum of 60% of work on a face to face basis at the company's premises unless otherwise agreed with the Co-Innovate Client Manager (reduced face to face contact may be agreed, particularly where geographic challenges exist.) A Strand 3 assignment must be completed within 5 months from appointment and payment will not be made until project is satisfactorily completed.

Strand 5 – Technical Assessment and Due Diligence of Complex Business to Business Collaborative projects.

It is anticipated that a maximum of 6 Technical Assessments and 6 Due Diligence Assessments will be completed to ensure that an ultimate target of 10 assessments is reached.

The purpose of Strand 5 is to develop and deliver 19 Research & Innovation partnerships across the whole of the INTERREG VA eligible area (see Part B section 2). The particular focus of this Strand will be on SMEs within Co-Innovate's 3 priority sectors, i.e. Renewables, Life & Health Sciences and Agri-food sectors. These partnerships will comprise of:

- 15 Business to Business cross-border R&I Partnerships will be developed. It is anticipated that businesses will identify a suitable area for collaboration, an area that neither business would have the skill set to pursue alone. It is expected that expertise from outside of the business may be required.
- At least 4 R&I focussed networks that span the entire eligible region including 1 transnational network will be developed.

The input will be in the **assessment process** of the proposed collaborations and networks. Companies that the Co-Innovate team have approved as being eligible for Strand 5 will have been provided with a small amount of funding to assist them to develop a detailed joint business plan application.

Assessors identified within the specific innovation field must be capable of assessing the business plan applications. The assessors must review the applications in terms of:

- Technical Assessment of Innovation Projects (including the capacity of the business to implement the project.) It is estimated that this assessment will take a minimum of 3 days input.
- Due Diligence. It is estimated that this assessment will take a minimum of 2 days input.

It is envisaged that the Assessors will meet with the key individuals involved in each Research & Innovation (R&I) partnership to review the project in detail before submitting a written recommendation to the Co-Innovate team on how to proceed. They will also be expected to attend a Co-Innovate meeting to discuss each project. All Strand 5 written Reports must be submitted to a satisfactory standard within a 4 week period after project commencement/appointment.

TIL will require Associates of exceptional quality with experience relevant to the examples of support and competencies listed above. Our aspiration is to select 15-20 Associates through this selection process who collectively have the skills, knowledge and experience necessary to effectively provide innovation capability support to SMEs in the targeted sectors.

We anticipate that some Associates will have a broad knowledge and experience of business and the support required. Equally, others might have more specialised knowledge either of a particular service or competency or possess excellent business and commercial skills and experience.

It is important to note that the entire selection process is aimed at establishing whether there is a “best fit” with what TIL considers to be effective Associates for the level of support and expertise required. We therefore encourage you to read the information provided in order to understand more about TIL and the Co-Innovate Programme, our approach and the criteria specified in this EOI so that you can make an informed choice as to whether this is an appropriate fit for you before investing time in this selection process.

Given the current scale and scope of the challenges facing SMEs, our priority is to ensure we select an exceptional, diverse and an experienced group of Associates to support the research and innovation agenda.

3.4 The Call-off / Mini-competitions in Practice

All of the work offered will be demand-led and Associates will work on an “as and when available and required” basis on specified, defined projects and activities. This flexibility and spread of knowledge, skills and expertise provides TIL with enhanced capability, capacity and reach.

Associates selected to be on TIL’s database will be a mix of individuals with experience of working with SMEs. They will be contracted for an agreed number of days to work with TIL to providing innovation capability advice and support to clients according to sector and geographic area.

In delivering defined, specified pieces of work via the call-off process, Innovation Capability Expert and Assessor Associates will often be the face of TIL, and therefore ambassadors for delivering innovation support. In this sense, the Associates are part of the wider offer and share responsibility for the collective reputation of the organisation. TIL will agree an appropriate quality assurance methodology and framework with Associates.

TIL will provide Associates with information sharing, development and networking opportunities. These opportunities will include updates and key information informing on research and innovation, development sessions about the role of TIL and the Innovation Capability Associates, and networking to share intelligence, learning and feedback.

Within that, there is an expectation that Associates retain an awareness and understanding of the innovation agenda as far as possible.

The contract will be managed by TIL.

4. CALL-OFF PROCESS

The call-off procedure for the selected consultants TIL will use a mini-competition approach. Projects which require support from Associates will be identified and scoped and TIL will commission a mini-competition. These mini-competitions will not involve every Associate on TIL’s database. TIL will make a decision on which Associates to approach to bid for the work package / project. This decision will be based on the skills, knowledge and experience shared by Applicants as part of this EOI and its match to the specifics of the work package / project. The bids made by Associates will be assessed for value for money based on the delivery timescales of the project, the particular associated services required and the specific approach put forward by the Associate. When a project is seen as urgent the timescales for the mini-competition may be short.

TIL may appoint more than one Associate to an assignment where the mix of skills, experience and expertise required is not available from a single individual supplier.

5. VOLUME OF WORK

This is a new way of working for TIL and we are currently unable to accurately predict demand. Therefore, TIL cannot guarantee any volume of activity.

6. COST (during the mini-competitions)

Prices and rates for each piece of work will be stated in the call-off documents. Prices and rates will include the specified contracted work and **must** include all travel and expenses, exclusive of Value Added Tax (VAT).

Scottish Enterprise region: Rates will be set at a maximum of £430.00 Pounds Sterling per day, exclusive of Value Added Tax (VAT).

Highlands & Islands Enterprise region: Rates will be set at a maximum of £485.00 Pounds Sterling per day, exclusive of Value Added Tax (VAT).

Strand 5

Technical Assessment of Innovation Projects (including the capacity of the business to implement the project): Rates will be set at a maximum of £670.00 Pounds Sterling per day, exclusive of Value Added Tax (VAT).

Due Diligence assessment: Rates will be set at a maximum of £460.00 Pounds Sterling per day, exclusive of Value Added Tax (VAT).

Costs associated with preparing and submitting a bid for a call-off are non-chargeable.

7. INSURANCE

TIL requires Associates to have in place prior to the contract start date a minimum Professional Indemnity cover of £100,000.

PART C: EVALUATION CRITERIA

1. SCORING AND EVALUATION OF EOI APPLICATION

Applications will be evaluated in an objective manner. Requirements have been carefully determined and TIL will score each Question asked using the criteria shown in the following table.

The Applicant(s) selected to be on our database will be chosen on the basis of suitable quality.

During the mini-competitions scoring will be on the basis of 70% on quality and 30% on cost. Best value will be assessed meaning suitable quality, delivery, level of risk and response to customer needs at best price.

Any respondent who submits an incomplete response or who does not respond to this EOI within the requested guidelines and formats will not be considered.

1.1 Scoring Criteria

For each question asked, points will be awarded as follows:

Points Awarded	Criteria
0	Question not answered. No evidence provided, critical concerns.
1	Significantly fails to meet requirements. Inadequate evidence provided, major concerns.
2	Fails to meet requirements in some respects. Limited evidence. Minor concerns.
3	Meets requirements in some respects. Moderate evidence provided, no concerns.
4	Meets requirements in full with good supporting evidence, no concerns.
5	Superior application exceeding required standards. Exceptional evidence, no concerns.

Fraction scores shall not be used. Weighted scores shall be calculated to two decimal places.

1.2 Evaluation

The Applicant(s) EOI will be evaluated using the following approach:

EOI Applicant's Response

Criteria	Weighting
Associate Application	
Knowledge and Experience	40%
Demonstrable skills and competencies	50%

Curriculum Vitae	
Qualifications and Continued Professional Development	10%

Criteria Definitions

- **Associate Questionnaire**

Knowledge and Experience – Relevant knowledge of the target sector(/s) and experience of working in and/or providing support at an operational and strategic level in SMEs.

Demonstrable Skills and Competencies – Relevant skills and competencies, with a particular emphasis on innovation capability expertise, that can be applied effectively in providing support at an operational and strategic level in SMEs in the relevant sector(/s).

- **Curriculum Vitae**

Qualifications, Training and Continued Professional Development – Clear evidence of qualifications and lifelong learning with investments in relevant training and qualifications, alongside examples of continuous professional development, building on and applying knowledge.

Within the criteria weightings provided in the above table, each question asked for that criteria will be given an equal weighting.

PART D: FORMAT FOR EOI RESPONSE

1. EOI LAYOUT

Applicants are required to submit a response to this EOI in the format detailed below. It is important that the standard numbering scheme laid out in this document is followed. Please ensure that each page of your application is numbered and includes your name (or company).

2. FORMAT

Your application should adopt the following format:

APPENDIX 1:

- FORM OF EOI

APPENDIX 2:

- ASSOCIATE APPLICATION FORM
- CURRICULUM VITAE

APPENDIX 1: EXPRESSION OF INTEREST (EOI) APPLICATION TEMPLATE

1. FORM OF EOI

Address

Expression of Interest: Application to be an Innovation Capability Expert Advisor and/ Assessor Associate

Dear Sir/Madam

I would like to submit an application to be an Innovation Capability Expert Advisor and / or Assessor Associate and attach my application and CV in accordance with your EOI.

We accept that all costs incurred howsoever in relation to this EOI application are borne by us and no reimbursement will be made by Targeting Innovation Limited.

Our EOI remains open for acceptance for a period of 90 days, from the date for last receipt of EOIs. Unless and until a formal agreement is prepared and executed, this EOI, together with your written acceptance thereof, shall not constitute a binding contract between us.

Signed:

Date:

APPENDIX 2: ASSOCIATES APPLICATION FORM,

AND ATTACH YOUR CV.