

Attachment I: Descriptions and principles for innovation methods

Pre-commercial procurement:

A pre-commercial procurement can be suited where there is a need for a large amount for research and development to develop a new product or solution, and there can be different ways of solving the need, but there is uncertainty as to which way towards the goal is best suited. In a pre-commercial procurement different suppliers/ concepts compete in a parallel paid development process, until two suppliers are left. If the result is successful, the solutions can be sought after in a consecutive traditional procurement.

More on [pre-commercial procurements](#) (In Norwegian).

StartOff Competition

StartOff is a pre-commercial procurement in a mini-format over six months. Startoff suits a limited problem. The method is developed by The Norwegian Agency for Public and Financial Management (DFØ) and takes use of the same exceptions as a pre-commercial procurement. The difference is that there is only one supplier that takes part in a paid course of development to produce a minimum viable product. As in a pre-commercial procurement the solution must be procured in a consecutive separate procurement, or be continued in an extended course of development. In a StartOff-project you will be assisted by a professional team in carrying out the project. Please note that at present there are no services in Sweden, Denmark, and Finland which provide a similar service to StartOff and StartOff is limited to only helping Norwegian applicants. However, we can provide you with the StartOff-model and be of help in finding relevant assistance for you in your country.

More on [StartOff](#).

Innovation partnership

An innovation partnership is suited for developing a service, product, or construction work where a paid product- and service development in a collaborative process between client and supplier is the key to success. There should also be a clear understanding that it is realistic to succeed in providing a

satisfactory solution. The procedure opens for a direct purchase of the developed solution with no additional call for tenders if the solution satisfies demands for performance and function.

The procedure has no limit to number of parallel development courses, but it is recommended to be carried out with one, maximum two suppliers in one partnership. This is due to the process depending on close cooperation between supplier and client, which is resource demanding.

More on [innovation partnerships](#) (In Norwegian)

Plan- and design competition

This procedure is particularly well suited in innovation friendly procurements and procurements of innovation where (solution)design is the need – or a prerequisite of the solution. This is particularly where service-solution design, function-/technical design or other is critical in order to later do a procurement of a solution. Use of the procedure is best suited where a satisfactory solution design can be expected as an end-result, without a comprehensive need for research and design.

In plan- and design competitions a jury with no knowledge of the suppliers' identity is used to decide the winning design or offer. It is recommended to facilitate reward/payment for all participants in the design-phase in addition to awarding the winning solution. Another recommendation is to facilitate user-focused design and testing of concepts so that is worked as intended, as a part of the competition. Where the result is a service procurement there can be added a clause in the contract regarding direct purchase of the service after the plan- and design competition, under certain terms.

More on [Plan- and design competition](#) (In Norwegian).

Competitive dialogue

For development and innovation purposes competitive dialogue can be well suited where you have a well-defined need and want market input on how the need can be met best, while at the same time there are no expectations of extensive research- and development before a satisfactory solution can be presented. In a competition with negotiation the client will often have a clear opinion on which performance they want to purchase. In a competitive dialogue the client will to a larger extent have a need and is dependent on input from the market as to how the need can best be met. It is through the dialogue that the client specifies and defines the need closer.

In competitive dialogue different solution concepts are presented by suppliers and is subject to dialogue/negotiations. All sides of the procurement can be discussed in the dialogue: technical, financial, and contractual aspects as well as price, technical solutions, and contractual terms. The

dialogue can occur in various phases and can reduce the number of offers between the phases, or reduction of various solution suggestion proposals with a supplier.

After award, the contract terms can be fully negotiated with the winning supplier.

More on [competitive dialogue](#) (In Norwegian)

Negotiated procedure

Negotiated procedure can also be used for design- and innovation purposes. In a negotiated procedure the client will often have a clear opinion of what performance they want to purchase, but there is also an advantage in using negotiated procedure in that the competitive situation in the market is good. It is possible to negotiate all sides of the offers, such as the quality, quantity, price, social, environmental, and innovative aspects, as well as contract terms. It is not allowed to negotiate on substantial deviations or changes, as well as absolute minimum criteria stated in the competition documents.