

Skills to Grow – Procurement of desired purchase

GENERAL INFORMATION

Title of the procurement: Procurement of experts to build and facilitate workshops and help build the Skills to Grow content within recruitment and retention

Advertiser: Skills to Grow, Erhvervshus Sjælland, Fulbyvej 15, 4180 Sorø

Date: 2/2-2026

Deadline: 20/2-2026 at 8.00 AM

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BACKGROUND FOR ADVERTISING

Skills to Grow is a program aimed at startups across all sectors in Southern Scandinavia that wish to develop their skills and competence within the area of recruitment and retention of employees. In addition, the program has a particular emphasis on cross border recruitment, equipping the startups with the knowledge they need to successfully hire employees across the Nordics.

The program is designed to cover the entire recruitment journey and is broken down into 3 phases: pre-recruitment, recruitment and retention. Each phase is intended to develop competency in this area with an approach that can be applied by all the startups to their specific circumstances and should also highlight the additional aspects to be aware of when considering a cross-border hire. Each of the 3 phases is divided into a number of “skills”. Each “skill” will be taught through a combination of live interaction in workshops and pre-prepared content. Startups will not be required to participate in all 3 phases offered by the program; but will be free to identify which skills and areas they feel they would benefit most from developing their competency in and to register for those skills.

Please see the diagram below and the section entitled “Format” for more details on how the program will be delivered.

Phase: Pre-recruitment				Phase: Recruitment		Phase: Retention		
SKILL 1 Know if you should hire or do something else	SKILL 2 Understanding the legal stuff (hiring by the book)	SKILL 3 Understanding the costs of hiring and financial modelling	SKILL 4 Make the role plan and specs	SKILL 5 Getting the word out	SKILL 6 Interviewing, considering and making a deal	SKILL 7 Being a good leader: Onboarding and good routines	SKILL 8 Retention	SKILL 9 Handling things going wrong
Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools 	Preparation package <ul style="list-style-type: none"> Crash course Podcast Homework/tools
Workshop (+ optional post-workshop follow-ups)								

Erhvervshus Sjælland conducts this procurement in accordance with the principles of administrative law, including equal treatment, transparency, proportionality and financially sound management. The procurement is carried out to meet EU requirements that services are purchased on market terms and to identify a supplier best suited to carry out the task.

The Skills to Grow program is implemented through a cross-border partnership consisting of public and non-profit business support organizations from Denmark, Sweden and Norway, including Erhvervshus Sjælland, GU Ventures, Drivhuset Göteborg, Business Lolland-Falster, Zealand Sjælland's Erhvervsakademi, Impact Startup Norway and 657 Oslo. These partners contribute complementary expertise within entrepreneurship support, recruitment, competence development and ecosystem building, ensuring strong regional anchoring and practical relevance across the participating countries.

THE TASK

Erhvervshus Sjælland is seeking collaboration partners capable of delivering a workshop, and support for developing the crash course and podcast (elaborated under "Format") within the different skills.

The skills have been divided into four tenders, which you will find in the four appendices to this Main Document. Information regarding the specific skill (including workshop details and specific requirements), is located in the appendices.

Include as many tenders as you would like to give a bid on in a joint quote as desired.

Appendices:

- Tender #1: Skills 1+4 (Pre-recruitment)
- Tender #2: Skills 2+3 (Legal & Financial Aspects)
- Tender #3: Skills 5+6 (Recruitment)

- Tender #4: Skills 7+8+9 (Retention)

Target group

The program's primary target group consists of founders/entrepreneurs of registered startup companies, based in Denmark, Norway and/or Sweden, who have a strategic priority to make their 1st to 5th hire, currently or within the next 12-18 months. In addition, we anticipate that the target group identifies with wishing to obtain a foundation of know-how, experience or confidence in recruitment and retention, regardless of company age, revenue, sector, or type. The target group may have varying degrees of knowledge and experience in relation to the different phases, and this will be further specified in connection with the individual skills in the appendices.

Format

Each skill consists of:

- 1) A preparation package

The preparation package consists of a crash course, a podcast and homework/tools prior to the workshop. The preparation package structure and requirements are elaborated below.

- 2) A workshop

The workshop consists of 1-3 half days and optional post workshop follow-ups, if applicable to the specific skill. The workshop structure and requirements are elaborated below.

Each skill must be delivered by the supplier as a coherent package.

Preparation package

All three preparation package elements have the purpose of preparing the startup for the workshop. No content used in the preparation material should be repeated in the workshop. The crash course and podcast can be a stand-alone product, whereas the homework/tool is a direct preparation for the workshop, elaborated below.

1. Crash course

A crash course is a concise and digestible introduction to the topic, delivered in advance of the workshop to enable a more practical and applied workshop format. The final crash course content may be delivered as video (expert on camera) and/or as written material and will be produced in collaboration with Skills to Grow.

The supplier is not expected to independently produce or finalize this content. Instead, the supplier is expected to:

- Contribute subject-matter expertise to help identify, structure and prioritize the most essential content
- Support the development and framing of crash course content in close collaboration with Skills to Grow and, where relevant, other external partners (e.g. communications or content producers)
- Support as an expert resource, including being open to appearing on camera, if relevant

2. Podcast

Podcasts in the preparation package are real-life stories to understand real examples, e.g. startup founders, who can demonstrate success or failure within the specific skill.

The supplier is not expected to appear on or produce podcasts. Instead, the supplier is expected to:

- Advise on relevant topics and/or guest profiles for Skill to Grow podcasts or suggest existing podcasts which would support the learning outcomes related to the relevant skill

Podcast production or appearance in podcasts are not part of the assignment unless explicitly agreed.

3. Homework/tools

Homework/tools are materials which serve as direct preparation for the workshop. It can be tools, templates or exercises that are used to lay the necessary knowledge foundations and prepare the startups to ensure they can gain maximum value from attending the workshop. Tools may be existing or newly developed.

The supplier is expected to produce and deliver homework and/or tools for preparation prior to the workshop.

The Workshop

A workshop should involve:

- 1-3 half days (half day = max 3 hours) Live, interactive, online facilitation in English with content, cases and tools that are startup specific
- A combination of short professional presentations with practical exercises (non-interactive content, or content that participants could reasonably prepare in advance, should be delivered prior to the live workshop as a general principle).

- Concluded with concrete next steps and, where relevant, e.g., five practical takeaways.
- Optional post-workshop follow-ups (directly online or via follow up materials/task) where relevant
- Accommodating 10-25 founders
- Delivery in a coherent sequence and aligned with the other phases and skills in the Skills to Grow program, ensuring a clear and consistent common thread across the overall learning journey (although each workshop should be created as standalone and not cross-refer specifically to other workshops in the program).

The workshops are expected to be delivered from Spring 2026 to Spring 2028

Each workshop may be repeated multiple times during the project period (expected 3–4 delivery cycles, depending on demand).

The supplier is expected to:

- Develop and execute on delivering the workshop, designed to engage and retain startups throughout the workshop days.
- Condense content to the most relevant aspects
- Provide participants with relevant tools, literature, articles, websites and other resources.
- Collaborate closely with Skills to Grow (and potentially another external partner and/or the other experts in the program) on content and format

All materials produced under the engagement must be made available to Skills to Grow, which will own the materials and hold full rights of use, adaptation and further dissemination within the project.

Participation by employees from partner organizations of Skills to Grow must be accommodated. At least one coordination meeting will be held with the selected supplier to agree on final details and any adaptations.

The supplier may involve subcontractors in the delivery of the assignment, provided that responsibility for delivery and internal financial arrangements remain with the supplier.

Repetition and scalability

Suppliers must ensure that their approach and pricing clearly distinguish between:

- One-time development costs per skill, and
- Delivery costs per cycle, independent of the total number of repetitions.

If a supplier proposes splitting a skill into multiple half-day workshops, this must be clearly justified and fully reflected in the pricing.

Collaboration, feedback and learning approach

The supplier is expected to work in a hands-on and collaborative manner and to:

- Participate in regular check-ins with Skills to Grow
- Make continuous adjustments based on feedback
- Treat content and tools as evolving elements throughout the project period

OFFER SPECIFICATION

Offers must be sent to: Erhvervshus Sjælland, skills2grow@ehsj.dk

Pricing structure

The offer must include a clear and transparent pricing structure and must be submitted within the applicable maximum budget, which is:

- EUR 25,000 for tenders covering two skills
- EUR 37,500 for tenders covering three skills

The maximum budget covers a total of three workshop cycles, consisting of development activities and delivery of the first workshop cycle, as well as up to two subsequent workshop cycles, if requested by Skills to Grow.

The maximum budget covers the full scope of the assignment for these cycles, including development activities, delivery of workshops, all follow-up meetings with the Skills to Grow team, and ongoing adjustments and adaptations of workshop content, preparation materials and tools throughout the project period.

Any potential workshop cycle beyond the three cycles covered by the maximum budget (e.g. a fourth cycle) is outside the scope of this budget and may only be agreed through a separate arrangement. Any such additional cycle must be delivered at the same fixed price per cycle as applied to cycles two and three.

Offers must be submitted within the applicable maximum budget, and the price will account for 20% of the evaluation criteria.

When submitting an offer, the pricing must be clearly divided into the following three parts:

A. Development package price and first workshop cycle (per tender)

Covering:

- Planning, including meetings with the Skills to Grow partners and other experts, to ensure a coherent program with a clear common thread across phases and skills
- Development of workshop content
- Preparation of tools, homework and materials
- Advisory input to crash course content and to podcast topics and guest profiles
- Delivery of the first workshop cycle

The price for this part must not exceed 50% of the applicable maximum budget for the tender.

B. Delivery price per subsequent workshop cycle (per tender)

Covering:

- Planning, including meetings with the Skills to Grow partners and other experts, to ensure a coherent program with a clear common thread across phases and skills
- Live online workshop facilitation
- All follow-up meetings with the Skills to Grow team related to the cycle
- Adjustments and adaptations of content and materials for subsequent cycles

The delivery price must be stated as a fixed price per cycle and be independent of the total number of repetitions.

Two subsequent workshop cycles are included within the maximum budget.

C. Hourly rate for additional services

An hourly rate for ad hoc services outside the agreed scope, if required by Skills to Grow.

Both the development package price and the hourly rate will be included in the quote evaluation.

Scheduling

Skills to Grow will only commit to dates for the first delivery cycle at the time of contracting. Any subsequent cycles will be scheduled in dialogue with the selected supplier during the project period.

The offer to Skills to Grow must be in English and include:

- Which tenders you wish to bid on
- Date and signature
- Individual prices for each tender you want to bid on
- Total price for all tenders that you wish to bid on, including potential discounts. Include as many tenders in a joint quote as desired
- Any conditions attached to the offer.
- Contact person(s): name, organization and email.
- Description of instructors delivering the workshop.
- Suppliers must demonstrate experience with online facilitation, excellent spoken English, professional technical delivery, and relevant experience working with the startup target group.
- Description of the workshop content and participant homework/tools.
- Confirmation that the supplier can provide advisory input regarding the content and components of the preparation package.
- Confirmation of whether the offer may apply to future procurements under unchanged terms.

EVALUATION AND SELECTION

Interviews with suppliers may be arranged and conducted as part of the evaluation process, if deemed relevant by the Skills to Grow team.

Offers will be evaluated based on the following criteria:

Price: 20%

Quality: 80%

Price (20%)

Price will be evaluated based on:

- Delivery price including development and delivery of the first workshop cycle (15%)
- Hourly rate for additional services outside the agreed scope (5%)

Quality (80%)

Quality will be assessed based on:

Concept and structure

- Logical structure and progression of the workshops
- Clear connection between objectives, activities and expected outputs
- Alignment across skills and phases, ensuring a clear and consistent common thread throughout the Skills to Grow program

Professional expertise

- Documented experience within the relevant skill area
- Ability to translate knowledge into practical tools and actionable outputs for startups

Pedagogical and facilitation quality

- Strong pedagogical and facilitation skills
- Proven experience with interactive online workshops
- Ability to translate complex topics into practical tools, templates and exercises
- An engaging, pragmatic and applied workshop style suitable for startups

Understanding of the target group

- Demonstrated understanding of startups and early-stage companies
- Understanding of cross-border contexts and constraints relevant to startups in Denmark, Sweden and Norway

Collaboration and learning approach

- Willingness to work hands-on and collaboratively with Skills to Grow
- Openness to feedback and continuous improvement
- Ability to adapt content, tools and delivery over time based on learning and feedback

Erhvervshus Sjælland reserves the right not to select any offer if none are deemed satisfactory.

