

Opis posla / Job description

ESTABLISHING AND STRENGTHENING BUSINESS SUPPORT SERVICES FOR START-UP COMPANIES AND YOUNG ENTREPRENEURS BY STRENGTHENING THE SERVICES OF THE LINK ENTREPRENEURIAL CENTER / **USPOSTAVA I OSNAŽIVANJE USLUGA POSLOVNE PODRŠKE START UP KOMPANIJAMA I MLADIM PODUZETNICIMA JAČANJEM USLUGA LINK PODUZETNIČKOG CENTRA**

Uvod / Introduction

The establishment and strengthening of business support services for start-up companies and young entrepreneurs by strengthening the services of the LINK entrepreneurial center takes place as part of the implementation of the project "establishment and strengthening of business support services for start-up companies and young entrepreneurs in the territory of the Federation of Bosnia and Herzegovina". By promoting investment in education, entrepreneurship, and innovation, the project "Better Governance for Faster Economic Growth" (EGG2), implemented in collaboration with the Government of the Kingdom of Norway by the United Nations Development Programme (UNDP) in Bosnia and Herzegovina (BiH), provides support for capacity building for good governance and economic development enhancement. The project simultaneously encourages the development of a knowledge society and the training of personnel needed for a modern economy. The implementation of the project covers the period from 2021 to 2025. Based on identified needs, one of the key project activities focuses on entrepreneurship development, including enhancing and strengthening the business support system in Bosnia and Herzegovina. In accordance with the above, in cooperation with the Federal Ministry of Development, Entrepreneurship and Crafts (hereinafter: FMRPO) through a public tender, the project will provide support to business support service providers in the Federation of Bosnia and Herzegovina (FBiH) in order to establish new or strengthen existing lines of business support aimed at small and medium-sized enterprises (SMEs), with a special focus on start-up companies and young entrepreneurs. One of the service providers is the LINK entrepreneurial center./ **Uspostava i osnaživanje usluga poslovne podrške start up kompanijama i mladim poduzetnicima jačanjem usluga LINK poduzetničkog centra se odvija u sklopu implementacije projekta „uspostavljanje i osnaživanje usluga poslovne podrške start-up kompanijama i mladim poduzetnicima na teritoriji Federacije Bosne i Hercegovine“.** Podsticanjem ulaganja u obrazovanje, poduzetništvo i inovacije, projekat "Boljom upravom do bržeg ekonomskog rasta" (EGG2) koji u saradnji sa Vladom Kraljevine Norveške implementira Razvojni program Ujedinjenih nacija (UNDP) u Bosni i Hercegovini (BiH), pruža podršku izgradnji kapaciteta za dobro upravljanje i unapređenje ekonomskog razvoja. Projekat istovremeno stimulise izgradnju društva znanja i osposobljavanje kadrova potrebnih modernoj privredi. Implementacija projekta obuhvata period 2021. -2025. godine.

Na temelju identifikovanih potreba, jedna od ključnih projektnih aktivnosti fokusirana je na razvoj poduzetništva kroz, između ostalog, unapređenje i jačanje sistema poslovne podrške u Bosni i Hercegovini. U skladu s navedenim, u saradnji sa Federalnim ministarstvom razvoja, poduzetništva i obrta (u nastavku: FMRPO) kroz javni konkurs, projekat će pružiti podršku pružateljima usluga poslovne podrške u Federaciji Bosne i Hercegovine (FBiH) kako bi uspostavili nove ili osnažili postojeće linije poslovne podrške usmjerene ka malim i srednjim poduzećima (MSP), sa posebnim

fokusom na start-up kompanije i mlade poduzetnike. Jedan od pružatelja usluga je LINK poduzetnički centar.

Objectives and results of the project

The project focuses on strengthening LiNK's internal capacity to provide business support by training staff and increasing technical capacity, as well as providing support to young entrepreneurs in the area of Mostar, Jablanica, Konjic, Prozor-Rama and Gornji Vakuf. The general goal of the project is to expand the possibilities of business support for improving business processes and innovative ventures of young entrepreneurs.

The specific objectives of the project are:

- 1) Improve capacities for business development by improving 3 existing and introducing new business services of LiNK and the Herzegovina region
- 2) To enable young entrepreneurs to increase the level of digitalization, innovation in business models, and the efficiency of promotion through the use of business advisory services.

The following are listed as beneficiaries of the project:

- 1) Provider of business advisory services LiNK
- 2) 25 young entrepreneurs from the areas of Mostar, Jablanica, Konjic, Gornji Vakuf Uskoplje and Prozor-Rama.

Results and relevant activities of the project are:

- 1.1. Increased technological capacity of LiNK - Activity 1.1: Procurement and installation of equipment
- 1.2. Introduction of 3 new business support tools - Activity 1.2: Training of LiNK staff and development of skills for new business support tools
- 2.1. Increased level of digitalization for 10 new businesses (startups) through business advisory support - Activity 2.1: Working with 10 young entrepreneurs to increase the level of digitalization
- 2.2. Innovative business models for 10 young businesses through business advisory support - Activity 2.2: Working with 10 young entrepreneurs to improve the innovation of the business model
- 2.3. Measured effectiveness of promotional activities and improved promotion plans for 5 new businesses - Activity 2.3: Working with 5 young entrepreneurs to measure the effectiveness of promotion and align promotion plans./

Ciljevi i rezultati projekta

Projekat se fokusira na jačanje internih kapaciteta LiNKa za pružanje poslovne podrške obukom osoblja i povećanjem tehničkih kapaciteta, te pružanje podrške mladim poduzetnicima na području Mostara, Jablanice, Konjica, Prozor Rame i Gornjeg Vakufa.

Opći cilje projekta je proširiti mogućnosti poslovne podrška za poboljšanje poslovnih procesa i inovativnih poduhvata mladih poduzetnika.

Specifični ciljevi projekta su:

- 1) Unaprijediti kapacitete za razvoj biznisa poboljšanjem 3 postojeće i uvođenjem novih poslovnih usluga LiNKa i regije Hercegovina
- 2) Omogućiti mladim poduzetnicima da povećaju nivo digitaliziranosti, inovativnost poslovnih modela poslovanja i efikasnost promocije korištenjem poslovno savjetodavnih usluga

Kao korisnici projekta navedeni su:

- 1) Pružalac poslovno savjetodavnih usluga LiNK
- 2) 25 mladih poduzetnika sa područja Mostara, Jablanice, Konjica, Gornjeg Vakufa Uskoplja i Prozor Rame.

Rezultati i relevantne aktivnosti projekta su:

- 1.1 Povećani tehnološki kapaciteti LiNKa - Aktivnost 1.1. Nabavka i instaliranje opreme**
- 1.2 Uvedena 3 nova alata poslovne podrške biznisima – Aktivnost 1.2 Obuka osoblja LiNKa i razvoj vještina za nove alate poslovne podrške**
- 2.1 Povećan nivo digitaliziranosti 10 novih biznisa (start upa) kroz poslovno savjetodavnu podršku – Aktivnost 2.1 Rad sa 10 mladih poduzetnika da se poveća nivo digitaliziranosti**
- 2.2 Inovirani poslovni modeli 10 biznisa mladih kroz poslovno savjetodavnu podršku – Aktivnost 2.2 Rad sa 10 mladih poduzetnika da se poboljša inovativnost poslovnog modela**
- 2.3 Izmjeren učinak promotivnih aktivnosti i poboljšani planovi promocije za 5 novih biznisa – Aktivnost 2.3 Rad sa 5 mladih poduzetnika da se mjeri učinak promocije i usklade planovi promocije**

Task of the service provider

The service provider's task is (LOT 1) to implement training for LiNK staff and develop skills for new business support tools, (LOT 2) work with 10 SMEs to increase the level of digitalization, (LOT 3) work with 10 young entrepreneurs to improve business innovation model, (LOT 4) work with 5 young entrepreneurs to measure the effect of promotion and coordinate promotion plans.

A service provider can apply for one, two, three or all four lots.

LOT 1: Activity 1.2 of the project is "LiNK staff training and skills development for new business support tools".

According to the description of the activities, three trainings are planned:

(1) Digitalization of SMEs involves training that will enable LiNK staff to adopt the methodology for assessing the level of digitalization of micro, small, and medium-sized businesses, creating plans for improving digitalization, and enhancing digitalization. A specific aspect of the training includes (a) a system for archiving and reporting using digital tools, (b) LiNK's databases and digitalization tools that can improve operational work.

(2) Innovation in business models involves training aimed at enhancing the skills of LiNK staff and enabling the introduction of a service for analyzing the current business model and creating a new model that will increase business innovation. A specific aspect of the work is team building and service provision.

(3) Measuring the effects of promotion and improving promotion plans in line with measurement results involve training that will enhance the skills of LiNK staff to measure the impacts of online promotion and accordingly have the ability to improve promotion plans based on measurement outcomes. A specific aspect of the training is communication within the team and externally, including presentation skills.

The estimated time is two days of preparation and 30 days of training (3x10 days).

LOT 2: Activity 2.1. of the project Work with 10 young entrepreneurs to increase the level of digitalization.

The project plans to provide some form of support to a total of 25 startups and young entrepreneurs from the areas of Mostar, Jablanica, Konjic, Prozor-Rama, and Gornji Vakuf-Uskoplje. As part of Lot 2, there is planned enhancement of digitalization for 10 young entrepreneurs who will be involved in the business support process, which will include:

- An analysis of the current situation, which will investigate the current level of digitalization. Its results will serve to create guidelines and measures for the digitalization plan,
- The development of a digitalization plan that will outline the steps and measures necessary to improve the current state and enhance the efficiency of the business.
- Plan implementation.

6 days of support per business/young entrepreneur are planned (60 in total).

LOT 3: Activity 2.2 of the project Working with 10 young entrepreneurs to improve the innovation of the business model

As part of lot 3, it is planned to work with 10 young entrepreneurs to improve the innovation process of the business model. In order to improve the innovation of business models, 10 young entrepreneurs will be included in the business support process, which will include:

- An analysis of the current situation that will investigate the current business model.
- The results of the analysis will be used for the 2nd step, which is the creation of a new model with a focus on improving innovation in business.
- After the finalization of the new business model, mentoring and professional support will be provided during the implementation of the new model in practice.

28 days of support are planned.

LOT 4: Activity 2.3 of the project Work with 5 young entrepreneurs to measure the effect of promotion and coordinate promotion plans

As part of lot 4, five (5) young entrepreneurs will receive support to measure the effect of their promotion and coordinate their promotion plans. In order to improve the promotion and its effect on the operations of small businesses run by young entrepreneurs, 5 entrepreneurs will be included in the support process, which will include the following steps:

- Analysis of the current state regarding promotion and measuring its effects on business (sales, partnerships, new collaborations, etc.). During the analysis, it will be investigated whether businesses already have a created promotion plan (what measures are defined, whether realistic indicators are set, whether the plan needs adjustment and in what context, etc.). In case the business does not have a created promotion plan, key information and data about the business process will be researched to develop a new plan.
- Updating existing promotion plans or creating new plans for businesses based on the results of the Analysis.
- After finalizing the promotion plans and defining clear and concrete measures, mentoring and professional support will be provided during the implementation of the planned activities.

It is planned to provide 3 days of support per business/young entrepreneur (15 in total).

Zadatak pružateljca usluga

Zadatak pružatelja usluga je (LOT 1) realizacije obuka za osoblje LiNKa i razvoj vještina za nove alate poslovne podrške, (LOT 2) rad sa 10 MSP da se poveća nivo digitaliziranosti, (LOT 3) rad sa 10 mladih poduzetnika da se poboljša inovativnost poslovnog modela, (LOT 4) rad sa 5 mladih poduzetnika da se mjeri učinak promocije i usklade planovi promocije. Pružatelj usluga se može prijaviti na jedan, dva, tri ili sve četiri lota.

LOT 1: Aktivnost 1.2 projekta je „Obuka osoblja LiNKa i razvoj vještina za nove alate poslovne podrške“.

Opisom aktivnosti, planirane su tri obuke:

(1) digitalizacija MSP je obuka koja će omogućiti LiNK osoblju da usvoji metodologiju procjena nivoa digitaliziranosti mikro, malih i srednjih biznisa, kreiranje planova za poboljšanje digitalizacije i poboljšanje digitalizacije. Poseban aspekt obuke je (a) sistem arhiviranja i izvještavanja koristeći digitalne alate, (b) baze podataka LiNKa i alati digitalizacije koji mogu poboljšati operativni rad.

(2) inovativnost poslovnih modela je obuka kojom će se povećati vještine osoblja LiNKa i omogućiti uvođenje usluge analize trenutnog poslovnog modela, te kreiranje novog modela koji će omogućiti povećanje inovativnosti biznisa. Poseban aspekt rada je izgranja timova i pružanje usluga.

(3) mjerenje učinaka promocije i poboljšanje planova promocije u skladu s rezultatima mjerenje je obuka koja će povećati vještine osoblja LiNKa da da mjeri učinke online promocije i u skladu s tim ima vještinu da poboljša planove promocije u skladu sa učincima mjerenja. Poseban aspekt obuke je komunikacija unutar tima i prema vani uključujući i prezentacijske vještine.

Predviđeno vrijeme je dva dana pripreme i 30 dana obuke (3x10 dana).

LOT 2: Aktivnost 2.1. projekta Rad sa 10 mladih poduzetnika da se poveća nivo digitaliziranosti.

Projektom je planirano da će sve ukupno 25 start upa i mladih poduzetnika sa područja Mostara, Jablanice, Konjica. Prozor Rame i Gornjeg Vakufa Uskoplja dobiti neku vrstu podrške. U sklopu lota 2 planirano je povećanje nivoa digitalizacije 10 mladih poduzetnika koji će biti uključeno u proces poslovne podrške koji će obuhvatiti:

- **Analizu trenutnog stanja kojom će se istražiti trenutni nivo digitalizacije. Njeni rezultati će poslužiti za izradu smjernica i mjera za plan digitalizacije,**
- **Izradu plana digitalizacije koji će predstaviti korake i mjere potrebne za poboljšanje trenutnog stanja te unapređenje efikasnosti biznisa,**
- **Implementaciju plana.**

Predviđeno je 6 dana podrške po jednom biznisu/mladom poduzetniku (60 ukupno).

LOT 3: Aktivnost 2.2 projekta Rad sa 10 mladih poduzetnika da se poboljša inovativnost poslovnog modela

U sklopu lota 3 planirano je da se radi sa 10 mladih poduzetnika da poboljšaju proces inovativnosti poslovnog modela. U svrhu unapređenja inovativnosti poslovnih modela, 10 mladih poduzetnika će biti uključeno u proces poslovne podrške koji će obuhvatiti:

- **Analizu trenutnog stanja kojom će se istražiti trenutni model poslovanja.**
- **Rezultati Analize će poslužiti za 2. korak a to je izrada novog modela sa fokusom na unapređenje inovativnosti u poslovanju**
- **Nakon finalizacije novog poslovnog modela, pružit će se mentorska i stručna podrška pri implementaciji novog modela u praksi.**

Predviđeno je 28 dana podrške.

LOT 4: Aktivnost 2.3 projekta Rad sa 5 mladih poduzetnika da se mjeri učinak promocije i usklade planovi promocije

U sklopu lota 4, pet (5) mladih poduzetnika će dobiti podršku da se mjeri učinak njihove promocije i usklade planovi promocije. Kako bi se unaprijedila promocija i njen učinak na poslovanje malih biznisa koje vode mladi poduzetnici, 5 poduzetnika će biti uključeno u proces podrške koji će uključiti slijedeće korake:

- **Analizu trenutnog stanja po pitanju promocije i mjerenje njenih učinaka na poslovanje (prodaju, saradnju i nova partnerstva i sl). Prilikom analize istražiti će se i da li biznisi već imaju kreiran plan promocije (kakve su mjere definisane, da li su realno postavljeni indikatori, da li plan treba prilagodbu i u kom kontekstu i sl). U slučaju da biznis nema kreiran Plan promocije, istražiti će se ključne informacije i podaci o poslovnom procesu za izradu novog Plana.**
- **Ažuriranje postojećih planova promocije ili izrada novih planova za biznise na osnovu rezultata Analize.**
- **Nakon finalizacije planova promocije i definisanja jasnih i konkretnih mjera, pružiti će se mentorska i stručna podrška pri implementaciji planiranih aktivnosti**

Predviđeno je 3 dana podrške po jednom biznisu/mladom poduzetniku (15 ukupno).

Deadline

LOT 1 - Each of the training sessions will last two weeks. LiNK has 7 permanent employees, all of whom are experts who will participate in the training sessions. At least two experts will participate in each training session, enabling parallel training sessions, but also allowing LiNK to acquire experts with various skills and knowledge related to providing business advisory support. Implementation deadline: February 25 - March 31.

LOT 2 - The entire process will be supported by experts in the field of digitalization who will provide expert business advisory support. The young entrepreneurs and businesses involved are from the areas of Mostar, Jablanica, Konjic, Gornji Vakuf-Uskoplje, and Prozor-Rama. Deadline: March 31.

LOT 3 - The entire process will be supported by experts in the field of business management and innovation who will provide expert business advisory support (10 businesses * 6 days of support per business + three days of preparation). The beneficiaries will be young entrepreneurs and businesses from the areas of Mostar, Jablanica, Konjic, Gornji Vakuf-Uskoplje, and Prozor-Rama. Implementation deadline: April 15.

Lot 4 - The entire process will be supported by experts in the field of promotion who will provide expert business advisory support (5 businesses * 4 days of support per business). The beneficiaries will be young entrepreneurs and businesses from the areas of Mostar, Jablanica, Konjic, Gornji Vakuf-Uskoplje, and Prozor-Rama. Implementation deadline: April 20, 2024.

The service provider is expected to meet the following conditions:

- At least 5 years of work experience / preference will be given to bidders with more experience
- Key personnel (min. 2 people) to perform the work (university degree) for each lot individually, and according to the described work / preference will be given to bidders with a higher degree of university education.

- prednost će biti data ponuđačima sa većim stepenom iskustva / At least one experience in conducting the same or similar trainings / preference will be given to bidders with a greater degree of experience
- Experience in working with at least 5 SMEs / preference will be given to bidders with more experience in working directly with SMEs

Criterion:

Criteria for contract award:

- Technical proposal 80%
- Financial proposal 20%

Clarification of guidelines

- The person in charge of clarifying the guidelines is Alisa Gekić, director. Email alisa@linkmostar.org

Rok

LOT 1 - Svaka od obuka će trajati dvije sedmice. LINK ima 7 stalno zaposlenih od kojih su svi stručnjaci koji će učestvovati u obukama. Najmanje dvije stručne osobe će učestvovati na jednoj obuci, što će omogućiti da se obuke paralelno izvode, ali će omogućiti LINKu i da dobije stručne osobe sa raznim vještinama i znanjima vezanim za pružanje poslovno savjetodavne podrške. Rok implementacije: 25. februar – 31. mart

LOT 2 - Cijeli proces će biti podržan od strane eksperata iz oblasti digitalizacije koji će pružiti stručnu poslovno-savjetodavnu podršku. Mladi poduzetnici i biznisi koji će biti uključeni su sa područja Mostara, Jablanice, Konjica, Gornjeg Vakufa Uskoplja i Prozor Rame. Rok: 31. mart

LOT 3 - Cijeli proces će biti podržan od strane eksperata iz oblasti poslovnog mednadžmenta i inovacija koji će pružiti stručnu poslovno-savjetodavnu podršku (10 biznisa * 6 dana podrške/biznisu + tri dana pripreme). Korisnici će biti mladi poduzetnici i biznisi sa područja Mostara, Jablanice, Konjica, Gornjeg Vakufa Uskoplja i Prozor Rame. Rok implementacije: 15. april

Lot 4 - Cijeli proces će biti podržan od strane eksperata iz oblasti promocije koji će pružiti stručnu poslovno-savjetodavnu podršku (5 biznisa * 4 dana podrške/biznisu). Korisnici će biti mladi poduzetnici i biznisi sa područja Mostara, Jablanice, Konjica, Gornjeg Vakufa Uskoplja i Prozor Rame. Rok implementacije: 20. april 2024.

Od pružatelja usluga se očekuje da ispunjava sljedeće uslove:

- **Najmanje 5 godina radnog iskustva / prednost će biti data ponuđačima sa više iskustva**
- **Ključno osoblje (min 2 osobe) za obavljanje posla (univerzitetska diploma) za svaki lot pojedinačno, a prema opisanom poslu / prednost će biti data ponuđačima sa većim stepenom univerzitetskog obrazovanja.**
- **Najmanje jedno iskustvo u provođenju istih ili sličnih obuka**
- **Iskustvo u radu sa najmanje 5 MSPa / prednost će biti data ponuđačima sa više iskustva u direktnom radu sa MSPa**

Kriterij:

Kriterij za dodjelu ugovora:

- Tehnička ponuda 80%
- Finansijska ponuda 20%

Pojašnjenje smjernica

- Osoba zadužena za pojašnjenje smjernica je Alisa Gekić, direktorica. Email alisa@linkmostar.org