



Innovation partnership

Change your perspective. Renew your insight.

For a safer and more just Netherlands.



VERSION 2 APRIL 2019



Work together with businesses on a new solution to your problem and procure it right away. Discover the advantages of innovation partnership and take the next step with companies.

Picture this: your organisation keeps running into a snag. Something that could be improved, or handled more intelligently or efficiently. Or a complex problem that has got you racking your brain. You know exactly what the problem is but you don't know how to solve it (in a new way). Make it easy on yourself – after all, why do things the hard way when you can collaborate? That is the gist of the innovation partnership in a nutshell. Have businesses help you brainstorm and develop a new, innovative product or service for your problem. The advantage is that you can then procure this product or service as soon as it is ready. How exactly does it work? Follow the steps of the innovation partnership and discover its advantages.

Before you start

Is the innovation partnership the right tool for you? Check first to make sure. How? The Innovation Team and the Procurement Execution Centre (IUC) will help you to make the right decision. The IUC knows all the ins & outs of the innovation partnership and will guide you through the process. If you would like to find out more about other innovation tools available to you, please read the flyer 'Innovation and Innovation-oriented procurement', a publication by the Innovation Team of the Ministry of Justice and Security.

PHASE 1

How do you prepare yourself?



STEP 1

Explore and define your problem

'A problem well stated, is a problem half solved.' In other words, well begun is half done. When starting, it is important to not only think about the solution, but to also define your issue or problem as completely and as detailed as possible.

Boundless ambition?

Discover the advantages of working with foreign governments. They are quite likely to be dealing with the same problems. Bundle your problems to successfully negotiate better conditions from companies. After all, if you want to go quickly, go alone. If you want to go far, go together. How do you do this? Contact the Innovation Team and have them help you establish a connection with foreign governments.



STEP 2

What is available on the market?

Save valuable time and money. While defining your problem, explore whether a solution is not already available. You can do this by:

- Checking with companies whether they already have a solution at their disposal. By performing an obligation-free market consultation, you can discuss their solutions.
- Asking knowledge institutions whether solutions already exist. They will also promptly check whether any patents are registered.

Checking whether solutions to your problem are already being developed in Europe, see www.innoradar.eu.



STEP 3

Give companies insight into your problem

Draw up a selection document. This document gives companies insight into your problem. It contains a description of the problem you would like to have solved, the selection criteria for the companies that will be given green light to work on your problem

and a description of the further process, including the number of companies you will allow to proceed to Step 6. Also state in this document the development budget you plan to award to each company selected and how you envision apportioning the intellectual property rights. Also draw up a Descriptive document. This document will serve as your guide in the further process of selecting the companies. It should contain the broader scope and frameworks of your problem and the requirements you lay down for the solution. The Descriptive Document also contains the award criteria you will use to evaluate the applications and the further course of the procedure and the individual steps.



STEP 4

Organise an information meeting

Inform companies about your problem.

Publish the Selection document on Tendered (only focused on the Netherlands) or Tenders Electronic Daily (EU Member States). You will be able to communicate with companies and vice versa. During the information meeting, give companies the opportunity to ask as much as possible about your problem and the tendering procedure. During talks with the companies, explain your problem in greater detail. The clearer your problem is to companies, the better they can go about developing a solution for it.

PHASE 2

Select the right companies to work with you



STEP 5

Open the application process and select the companies

Open the application process to companies and evaluate the applications based on your Selection document. Select the number of companies that go on to the award phase (a minimum of three). Invite the selected companies to submit an initial tender, whereby they state that they will develop a solution to your problem. They will then further develop this solution into a final product. Naturally, this final product must satisfy the requirements you previously laid down in the Descriptive document.



STEP 6

Send the Descriptive document to the selected companies

Send the Descriptive document to the selected companies and invite them to submit a tender.



STEP 7

Organise a call for tenders and select suitable companies (1st call for tender)

This is naturally what it is all about: working together with companies. You challenge them to compete against each other to develop the best solution to your problem. How? The competition consists of several rounds in which the companies present their progress towards the ultimate solution. It is possible to organise several tendering rounds.



STEP 8

Organise dialogue sessions with each company

After each round, organise a dialogue session with each company to ask them in-depth questions about the solution they have devised to your problem. In turn, they receive clarity as to whether their approach matches your needs. Avoid working with the company on the subsequent tender, as this is the company's own responsibility.



STEP 9

Document your dialogues

Make an individual report of each dialogue. Compile information that is important to all companies in an Information Memo and send it to all selected companies. An example of such information might be an adjustment that you would like to make based on insight gained from dialogue with a company. Once you have laid this down in your Descriptive document, you can decide after each round which companies will move on to the next round, if there is one. Once you have found suitable companies during the tendering rounds, it is time for these companies to begin developing their solution to your problem. They will do so by doing such things as conducting feasibility studies, designing prototypes and testing the design.

PHASE 3

Awarding the contract



STEP 10

Make a final choice (Final tendering round)

In this step, you choose the company (or companies) with the best plans for the solution. Naturally, you make this choice based on the requirements you laid down beforehand in the Descriptive document. If you have found a best match, inform the other companies regarding your choice. Send each company an individual evaluation report.



STEP 11

Conclude the agreement

Conclude an agreement with the company or companies that have won the evaluation, and begin working with them to develop the final product.



STEP 12

Work together to develop the product

The company or companies with which you have an agreement will begin making a prototype. During this process, regularly consult with the company regarding the progress being made towards the final product. In this step, you work together with the company towards a product that provides a unique solution to your problem. Your Descriptive document remains your guide throughout the process. Would you like to change things or are you not satisfied? Would you like to make changes to the product? You can do all of these things during this step. You can also even decide to stop and not purchase the final product.



STEP 13

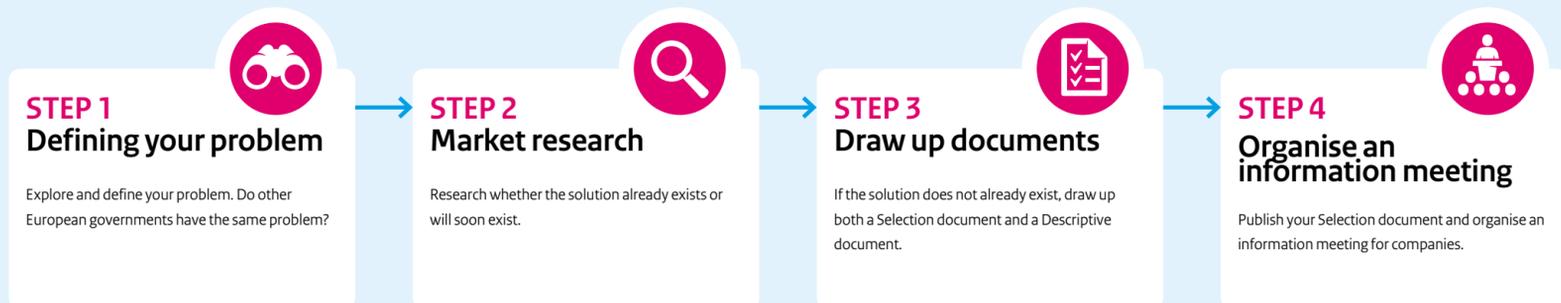
Congratulations!

You have developed and procured an innovative solution in cooperation with companies and have gained experience with innovation partnership!

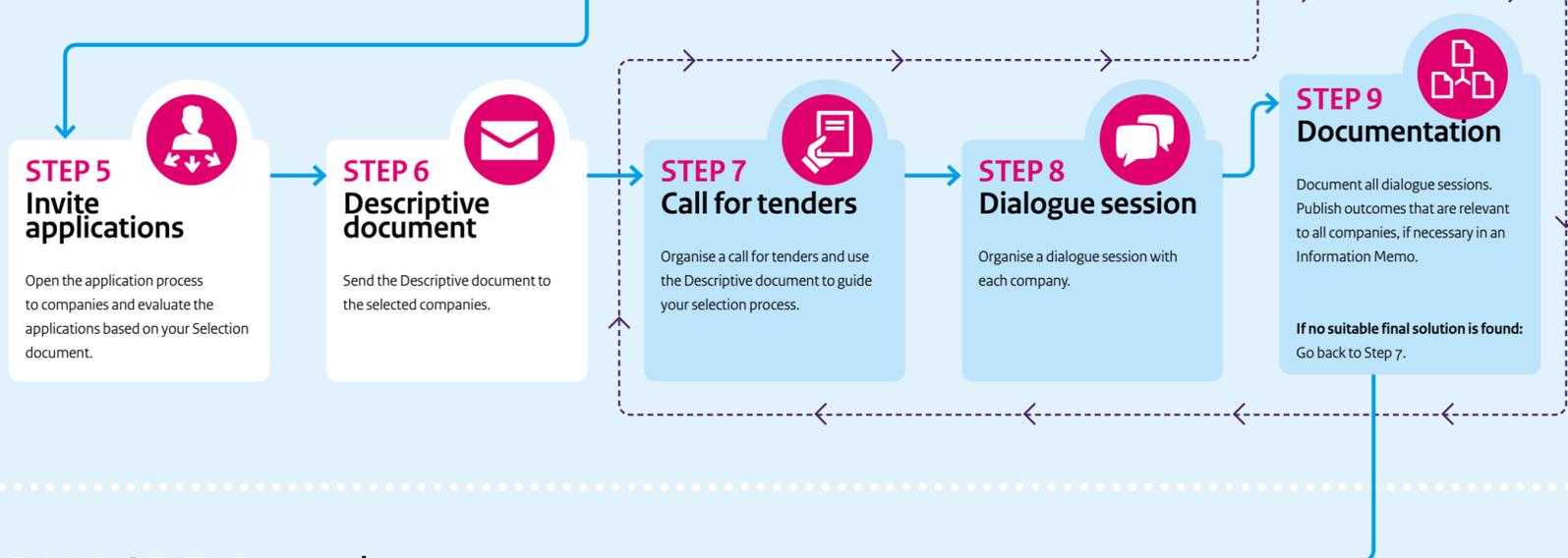


Process flow Check your approach

PHASE 1 Prepare



PHASE 2 Select



PHASE 3 Award



Tips & Tricks

Mindset

- Realise that innovation-oriented procurement is fundamentally different to regular procurement; You are actually about to order the development of something that does not yet exist to subsequently purchase it.
- An innovation project does not come with a guarantee of success – after all, attempts at innovation can also fail. 'If you're not failing every now and again, it's a sign you're not doing anything very innovative.' – Woody Allen
- Realise that the benefit of an innovation partnership lies not only in the development and procurement of an innovative product or service, but also in the growth of your organisation. This is also referred to 'the innovation ecosystem'. In other words, your organisation gains experience with a new method of working, while having new, innovative products and services developed which it then procures.
- Thanks to this unique collaboration, you ultimately acquire a wonderful new solution to your problem. The fact that you are the commissioning party and the companies are the contracting party is of lesser importance. The main idea is that you make progress together.

Organisational aspects

- Write a project plan that helps you implement your innovation partnership. The Projects and Programme Advice Centre (PPAC) of the Ministry of Justice and Security can assist you with this.
- Perform a risk analysis of technical, commercial and contractual risks, for example.
- Set aside sufficient funds at the outset for the development costs of the prototypes of the companies.
- Ensure that you start the innovation partnership with clearly formulated requirements for your solution. These requirements will help you to select (or reject) the participating companies.
- Reach solid agreements with the companies at the beginning of the innovation partnership regarding the intellectual property rights for the prototype and the final product.
- The Technology Readiness Levels (TRL) are a convenient way of classifying the various development rounds of the innovation partnership. These TRLs indicate the degree of development of a technology. TRL 1 stands for technology that is just beginning to be developed and TRL 9 stands for technology that is technically and commercially ready.

Procurement aspects

- Ensure that those around you have realistic expectations. After all, the innovation partnership is not a risk-free tool that quickly provides you with innovative products and/or services in a short period of time.
- Invite companies from outside your sector for a market consultation too. Innovation involves incorporating things from the outside into your organisation.
- Ensure that all companies are treated and approached equally, objectively and transparently during the implementation of the innovation partnership – not because you have to, but because you can.
- Recognise the possibility that an innovation partnership might not produce a solution to your problem and that it is acceptable to terminate the innovation partnership.

