

**OPEN INVITATION TO TENDER****AO/DSL/ABARA/GRUSSO/learning cultures in organizations/002/15****Learning cultures in organizations****Request for Clarification (1) – Questions & Answers**

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**Question No 1**

Concerning phase 2 of the assignment (page 21 of the tender specification), is the team expected to find 8 more case studies to examine or is it expected just to refine further the ones identified during phase one?

**Cedefop's answer to question No 1**

As per point 2.3.1 of the Terms of Reference, "With the completion of each order form, a new set of a minimum of 8 case studies will have to be delivered to Cedefop." Cedefop wishes to correct the part of the sentence "each order form", to "first order form". The whole sentence should therefore read: "With the completion of the first order form, a new set of a minimum of 8 case studies will have to be delivered to Cedefop." Hence, the team is indeed expected to find eight case studies for the first order form and eight more studies for the second order form. The content of all case studies may also be further refined.

**Question No 2**

Would it be possible to have someone acting at the same time as Senior Expert and Team Leader?

**Cedefop's answer to question No 2**

The profiles of senior expert and team leader as well as their required expertise are different. Provided that one team member complies with both required profiles, it is up to the tenderer to propose allocation of human resources and organisation and management arrangements that he considers suitable for the purpose of the study. These will then be assessed by the Evaluation Committee as per point 5.1/5.2 of the Terms of Reference.

### **Question No 3**

Regarding the point 2.3.1 of the tender specifications, in case of multinational companies, how should the country coverage be defined? As the country of incorporation of the company or other criteria are admitted?

### **Cedefop's answer to question No 3**

The unit of measurement for the case study is the individual plant or establishment. In most cases it is known which country and culture the enterprise originated from. The country in which the plant is situated and the country in which the enterprise originated should preferably be identical. Large non EU Multinationals should be preferably excluded from the study. Multinationals with a particular “mother” culture that is brought into another EU country face cultural conflicts that would require additional levels of analysis for this study. In order to gather information on learning cultures embedded within particular EU cultural backgrounds, it is desirable to have a close match between the two. This of course does not neglect the fact that many multinational enterprises have a more multi-cultural work environment than smaller national enterprises. Nevertheless, cultural aspects that shall be distinguished from each other are best studied in a more homogeneous environment. So, regarding the country coverage a plant that originated in a given country and is known as an enterprise from this country effectively “covers” the country according to the terms of reference. In this way we seek to avoid that plants from multinationals that could potentially all originate in one EU country but are spread across different EU countries would be chosen and reflect the country coverage.

### **Question No 4**

An extra EU company, with a global headquarter or subsidiaries in a European country, is eligible for a case study?

### **Cedefop's answer to question No 4**

Yes, if it is an EU company that originated in an EU country and has a plant or entity in an EU country, it would be eligible.

### **Question No 5**

Countries like Switzerland or Norway, as EEA member are they eligible?

### **Cedefop's answer to question No 5**

Please refer to first paragraph of section 4 where it is stated that EEA countries are eligible (Switzerland though is not among them). However, based on Cedefop answer to your above question and as per the Terms of Reference, it would be preferable to choose among EU countries, for the purpose of this specific study.

### **Question No 6**

The "other criteria" for choosing a case study is to be considered as alternative to the "country coverage"?

### **Cedefop's answer to question No 6**

No. It refers to subsectors within a sector predetermined in the Call for Tenders.

### **Question No 7**

If chosen countries are more than 4, how should we relate this choice with condition set at point 3.2.2 for Senior experts? The relation one senior expert per one country should be maintained?

### **Cedefop's answer to question No 7**

Point 3.2.2 of the Terms of Reference states that senior experts must be minimum four, in relation to the minimum number of countries proposed. In case a tenderer proposes more than four countries, it is up to this tenderer to propose either 1 senior expert per country or 1 senior expert for more than 1 country. This proposal must always stay in coherence with the technical and financial proposals submitted.

### **Question No 8**

Would it be possible to propose to have two team members jointly form the team leadership with complementary experience, skills and capabilities to meet the requirements?

### **Cedefop's answer to question No 8**

No, two team members may not jointly form the team leadership with complementary experience, skills and capabilities to meet the requirements as the requirements defined in point 3.2.2 concern one profile/person. In addition, this would not respect the principle of equal treatment among the tenders submitted.