

ICEX ESPAÑA EXPORTACIÓN E INVERSIONES, E.P.E.

Spanish Economic and Commercial Bureau in Chicago (USA)

Dirección: 180 North Michigan Av, Suite 1500, Chicago, 60611¹

E-mail: tenders@icex.es

Date: 26th of February of 2026

REQUEST FOR PROPOSALS

Submission: tenders@icex.es

Closing: 23:59 (Chicago local time) hours on 6th of April of 2026

Who is contracting	ICEX España Exportación e Inversiones, E.P.E (ICEX), represented by the Trade Commission of Spain in Chicago
Contract number	X020-01-2026
Proposal's request	Selection of operator with proven track records managing landing pad programs that can provide the service for the management of DESAFÍA BOSTON 2026-2027.
Timing, dates and number possible of renewals	Signed date until 31 st December 2026 or failing that, upon completion of the planned program, whichever occurs first, with one (1) possible extension until 31 st December 2027.
Max. budget for contract excluding renewals	192.500,00 USD (One hundred ninety-two thousand five hundred United States dollars), tax excluded
Contract value including renewals	385.000,00 USD (Three hundred eighty-five thousand United States dollars), Total term + extensions, tax excluded
Qualifying prerequisites	<ul style="list-style-type: none"> - Financial solvency: financial accounts for the best of the last three years and minimum of 192.500,00 USD in total annual revenue. - Technical solvency: proven track record in marketing and promotion activities, and strong connections with different actors within the Boston entrepreneurship and innovation ecosystem during the past three years. - Team requirements: a minimum of three staff members and a designated primary contact person
Points to be assigned based on evaluation of your proposal	Price (max 20 points), Technical (max 45 points), Teams (max 25 points) and Improvements (max 10 points).
Documents to be submitted separately, which together are the proposal	<ul style="list-style-type: none"> - The proposal: Consists of three separate submissions that all together represent the proposal. Each individual submission needs to be emailed to this address only: tenders@icex.es by 23:59 (Chicago local time) hours on 6th of April of 2026. All files should not exceed 4MB in size if sent as attachment. For larger files please use a file transfer service. - The three submissions: <ol style="list-style-type: none"> 1. Documentation demonstrating qualifying prerequisites, and administrative requisites. 2. Technical offer (the work proposal / scope of work) 3. Financial offer (price) and automatic criteria
Contact for questions	Only written questions by email before 23:59 (Chicago local time) hours on 27th of March of 2026 to tenders@icex.es In the interest of fairness, questions posed by participating companies, as well as the answers provided by ICEX, may be shared with all other participating companies. ICEX will not be able to answer questions formulated after the above deadline.

¹ Please note that this postal address may change at a later date.

ICEX España Exportación e Inversiones, E.P.E. (hereinafter, ICEX), represented by the Economic & Commercial Office of Spain in Chicago, invites companies to submit their proposals for Desafia Boston.

ICEX (<http://www.icex.es>) is a Spanish public organization, established in 1982, whose main purpose is to promote the internationalization of the Spanish economy. ICEX depends on the Ministry of Economy, Commerce and Business of the Government of Spain (www.mineco.gob.es), whose international economic policy it implements. However, ICEX does not make part of the State administration and has some extent of budgetary and operational autonomy. For the fulfillment of its mission, ICEX counts on a network of professionals specialized in business internationalization. These professionals work at ICEX headquarters in Madrid, at the 30 Territorial and Provincial Trade Offices established at different Spanish cities, and more than 100 **Economic & Commercial Offices** located in Spanish embassies and consulates all over the world.

For more information on previous DESAFIA in other sectors and locations, visit the following website: <https://one.gob.es/en/programs/desaf%C3%ADa>

1. PROJECT DESCRIPTION

DESAFIA soft-landing program is a public initiative to support Spanish technological and innovative startups scale faster and succeed in global markets. It is sponsored by ICEX (the Government of Spain's international promotion agency). This invitation to tender is published pursuant to the Agreement for the Management of Desafia Boston 2026-2027.

The DESAFIA program focuses on the challenges faced by Spanish startups as they seek to grow and become global. The program has already been deployed successfully in other major ecosystems, helping Spanish startups navigate international markets and achieve growth. In summary, DESAFIA BOSTON is a soft-landing program that aims to enrich the strategic decision-making of Spanish startups with firsthand information and experiences tailored to their needs.

Companies that apply to DESAFIA BOSTON must have a product or service of high technological value, a sustainable business model and, ideally, previous international experience; it is not aimed at early-stage entrepreneurs. The program has the objectives of introducing the participants to the Boston biotech ecosystem, so that they can benefit from lessons and networks that allow them to grow as successful entrepreneurs, and to help them to make global connections.

DESAFIA BOSTON aims to introduce participants to the Boston biotech ecosystem. The program seeks to provide participants with valuable lessons and networks, particularly from some of Boston's top innovation hubs, entrepreneurs, open innovation leaders, and impact investment funds. These connections will help them grow as successful entrepreneurs and facilitate global connections, particularly for America, in the field of biotechnology and life sciences. Participation in this customized soft-landing program together with the main business, scientific and institutional players in Boston should help Spanish startups scale their business models and establish global connections linked to related sectors and technologies.

OFECOMES Chicago, on behalf of ICEX, is requesting proposals for the provision of services to manage the DESAFIA BOSTON program. The program will focus on the challenges that Spanish biotechnology companies encounter to grow and become global. Spanish startups taking part in DESAFIA BOSTON should have a product or service related to biotechnology.

Under this contract, ICEX will launch at least one public call to select and invite a cohort of Spanish startups to participate in the immersion program in Boston. C-Level officers and founders will participate in workshops, meetings and activities designed to inspire them and assist them in assessing their company's strategic position. The program will also help them plot improvements to accelerate growth, define a roadmap based on strategic and tactical considerations and begin implementing these plans. It will be the responsibility of the bidder to design and implement these activities.

2. WHAT WE DEMAND – PROPOSALS SHALL INCLUDE

The successful bidder will be in charge of:

2.1. Information and advisory services

The awardee is expected to collaborate with ICEX in attracting suitable candidates to DESAFIA BOSTON, therefore knowledge and a professional network within the Spanish/American start-up ecosystem would be appreciated.

The awardee will manage enquiries from stakeholders about DESAFIA BOSTON coming from public entities, media, potential applicants, etc.

Project Manager will be required to travel to Spain at least once prior to the cohort departure in order to detail the scope of the program to participants and run the kick-off meeting. Travel to Spain prior to the starting of the cohort will be compulsory and can be matched with a relevant ecosystem event or networking sessions with potential stakeholders. No extra funds will be provided for these trips.

2.2. Immersion programme

The program is aimed to founders and C-level executives of Spanish companies with the greatest potential to successfully tackle the global market and transform their companies after the -experience. Participants in the Desafía Boston program will be selected by ICEX, with support from the contractor awarded this tender during the selection process, at least in relation to:

- Proposing evaluation criteria;
- Prioritizing applications and assigning scores;
- Conducting calls and interviews to support candidates; and
- Coordinating interviews with pre-selected companies, among other related tasks.

An example of an Excel template for the evaluation of the application is attached (**Annex A**). The assessment will be delivered one week after the closing date of the call for participants. The selection process and the proposed evaluation criteria must be approved by ICEX.

The awardee must organize one (1) immersion programme – cohort – before the end of December 2026 with at least 6 participants, expecting a maximum of 10 participants (Spanish companies). If the number of participants is less than 6, ICEX and the contractor will meet to analyse the causes and consequences of this situation. If the number is too low, the program could be cancelled, and the contractor would be reimbursed only for expenses incurred to date. If, on the other hand, the number allows the programme to be

viable but is less than 6 for reasons attributable to the contractor, the proportional amount will be deducted from the contract price.

The awardee shall organize one (1) immersion programme – cohort – before the end of December 2026, with a minimum of six (6) and up to a maximum of ten (10) participating (Spanish companies). If the number of confirmed participants is lower than 6, ICEX and the contractor shall meet to analyse the causes and assess the viability of the programme. ICEX shall retain the right to decide whether to proceed, postpone, or cancel the programme.

In the event that ICEX decides not to proceed due to an insufficient number of participants or any other reason affecting the programme's viability, the contractor shall only be reimbursed for duly justified expenses incurred up to the date of cancellation.

If ICEX decides to proceed with the programme despite having fewer than 6 participants, and such situation is not attributable to ICEX, the total contract amount may be revised proportionally to the final number of participating companies and the effective scope of activities carried out.

Conversely, if the reduced participation is due to shortcomings attributable to the contractor (e.g. insufficient promotion, inadequate coordination, or failure to meet programme requirements), ICEX may apply a proportional reduction to the contract price or other penalties as deemed appropriate.

The immersion programme will have the following structure:

- Pre-immersion phase: This phase will provide training for both executives (C-level/founders) and other profiles within the participating Spanish companies, such as CTOs, CSO, etc., when deemed appropriate. It includes personalized mentoring, guidance, and a monitoring system led by a local expert prior to the start of the second phase. These sessions are designed to identify business opportunities in the Boston area and guide the company throughout all phases of the program. In addition, awardee shall be held at least three (3) sessions with each startup to gain an in-depth understanding of its technology and to work individually on its U.S. business development plan. The final session shall take place at least two weeks prior to the immersion.
- Immersion phase (2 weeks): This phase will allow the executive/founder of each participating Spanish company to put into practice what they have learned. ICEX may designate up to two representatives to participate as observers, at no additional cost to the contractor. This in-person phase in Boston will include group meetings with key players in the Boston ecosystem (mentors, investors, entrepreneurs, advisors, etc.). The objective of these sessions is to enable companies to engage directly with major stakeholders, institutions, companies, and specialized investment funds in USA, and to gain insight into the local business culture. The contractor will offer a highly personalized and high-quality program, including one-on-one sessions, networking activities, and a Demo Day or similar event.

Personalized agendas shall be prepared for each startup participating in the program by the awardee. The counterparts for these meetings shall be agreed upon

with the startups during the pre-immersion phase. The number of individual meetings scheduled shall not be fewer than two (2).

Visits shall prioritize hospitals, corporates, and research centers working in the therapeutic or diagnostic areas of interest of the participating companies. Ideally, these visits should include a networking component (for example, with researchers from the hospital or research center).

Immersion programs carried out in other ecosystems to date have been very positively rated by alumni, which is why we consider the two-week format appropriate, with half-day workshops that allow founders to continue managing their companies and hold business meetings. However, bidders may propose alternatives, as long as they remain within the maximum two-week duration.

Bidders must provide information about the proposed venues/locations for the activities. Internal transfers, during the immersion programme in Boston, will be at the bidder's expense.

In case of any unforeseen event that prevents the execution of the immersion program, ICEX will decide whether to postpone the in-person format or carry it out virtually on the scheduled dates.

- Post-immersion: Designed to follow up on the contacts made during the immersion and to close the program.

Both -pre-immersion and immersion phases will include group meetings with key agents of the USA ecosystem (mentors, investors, entrepreneurs, advisors, etc.), with a special focus on the main innovation spot in Boston.

Before the start of the pre-immersion phase, an in-person kick-off meeting will be held in Madrid (at the ICEX headquarters) between the contractor and the participating companies to explain the scope of the program, with special emphasis on the on-site phase in Boston. The presence of the Project Manager will be mandatory for this meeting. No additional funds will be provided for this trip.

At least 30% of the sessions in both the immersion and pre-immersion phases must be one-on-one sessions dedicated to each company.

Desafía Boston Community and Strategic Alliances:

In collaboration with ICEX, the contractor will promote the creation and maintenance of a network of strategic alliances, which will include:

- **External Mentors:** Based in both Boston and Spain, who will support participants throughout the program, with the possibility of continuing their collaboration after the immersion phase, if mutually agreed.
- **Desafía Community Alumni:** We aim to strengthen ties among former participants of the various immersion programs carried out under the Desafía Boston initiative. The contractor is expected to propose initiatives in this area.
- **Community Events:** ICEX may propose and organize up to two events during the term of the contract related to the Desafía Community, either in-person or online, in which the contractor will be invited to participate.

2.3. Preparation and delivery of, at least, the following reports in English.

Execution and delivery of, at least, the following report in English:

- **One (1) technical report per cohort.** The report must include feedback from participants via specific surveys.

The technical report must be submitted within a maximum period of three weeks after the end of the program and before December 31st, 2026.

2.4. Marketing and communication plan.

The contractor will carry out marketing and communication activities in Spain and Boston, with the following objectives:

- **Raise awareness of the Desafia Boston initiative:** Among key stakeholders in Boston, highlighting the potential of the program's participants.
- **Attract Spanish candidates:** The contractor will collaborate with ICEX in identifying and attracting potential Spanish companies for the program through scouting activities, program presentations to potential participants, social media posts, and other promotional efforts.
- **Community building and strategic alliances:** The contractor will work with ICEX to promote the Desafia Community with the aim of attracting and engaging key players from the Boston ecosystem. To this end, the contractor must support the communication and promotional strategy that highlights the main opportunities offered by being part of the Alumni Network.

The contractor will be responsible for creating and maintaining a dedicated DESAFÍA BOSTON website and its associated social media profiles, following the technical guidelines provided by the ICEX team. Ownership of the website and social media accounts will belong to ICEX. At the end of the contract, the contractor must transfer all necessary information and documentation to ICEX to ensure that ICEX or a third party can continue operating and updating the website and managing the social media profiles.

3. TERM AND EXTENSION OF THE AGREEMENT

3.1. Term. The services described in the contract will run from the date the agreement is signed by both parties until 31st December 2026, or failing that, upon completion of the planned program, whichever occurs first.

3.2. Extension. ICEX reserves the right to extend the contract to accommodate a new cohort/immersion during 2027 with the awarded company, without the need to launch a new tender, provided that both contracting parties agree to the contractual terms. No price revisions will be accepted.

4. BUDGET

4.1. Maximum Budget (all tax excluded): the maximum budget for the execution of the project will be **192.500,00 USD** (One hundred ninety-two thousand five hundred United States dollars). Bids will be made in USD **excluding taxes**.

However, the bidders must specify in their bids, as an independent item, the taxes that will be applicable, if any.

Proposals exceeding the maximum available budget of 192,500.00 USD exclusive of taxes, shall not be considered.

For all legal and administrative purposes, ICEX is a Spanish public entity based in Spain. Bidders shall include a detailed financial breakdown clearly distinguishing between the price offered and any applicable taxes.

This tender includes the possibility of extending the contract for one (1) additional program to accommodate one (1) cohort in 2027. The signing date for the extension will always be at the time the previous cohort has been positively assessed. The corresponding amount for one additional cohort will be the offered by the awardee to execute de main contract. No price revisions shall be applied during the extension period.

4.2. Estimated contract value: The value of the main contract and one (1) possible extension of the contract will be 385.000,00 USD (three hundred eighty-five thousand United States dollars), taxes excluded, according to the following:

- Main contract maximum budget: 192.500,00 USD (1 cohort, to be carried out no later than the 31st of December 2026).
- Extension maximum budget: 192.500,00 USD (1 cohort, to be carried out in the remainder of 2027)

Proposals exceeding the maximum available budget of 192.500,00 USD per 1 cohort (main contract) excluding taxes, will not be considered.

ICEX is a Spanish institution based in Spain for all purposes.

The proposals should include a breakdown in which the price offered, and taxes must be clearly described and separated.

Travel expenses of the participating startups should not be included in the financial bid. Travel expenses between Spain and the US for the immersion phase, as well as all private travel and accommodation expenses incurred by participating companies during the immersion phase, shall be borne by the participants. Any travel within the US required for the delivery of programme activities during the immersion phase (including travel between programme venues, meetings, and organised visits) will be borne by the contractor.

ICEX will evaluate the proposals on the basis of the offered prices, excluding taxes.

5. PAYMENTS AND INVOICES

5.1. Contract Amount. Only the activities, budgets and procedures included in the Contract will be binding for the Parties. No expense on behalf of ICEX can be incurred by the company before the date of signature of the corresponding contract and prior approval of ICEX, as represented by the Economic & Commercial Office of Spain in Chicago. The awardee will be entitled to payment for the services provided as set out in the contract.

5.2. Payment currency. Payments to the company will be made in the currency of the Contract, which is **United States dollars (USD)**. Any currency exchange costs will be borne by the bidder. In the case Spanish companies are awarded the contract; an addendum will be made to the contract converting the USD into Euros at the official exchange rate in effect on the date of the resolution of award

5.3. Payments to offshore accounts. Payments to bank accounts of the company located offshore will be subject to compliance with the domestic currency exchange legislation. Any international bank transfer fees or costs will be borne by the bidder.

5.4. Reporting obligations. The contractor shall prepare and submit, in English, at least the following report:

One technical report, including feedback collected from participants through dedicated surveys.

The technical report shall be submitted no later than three (3) weeks after the end of the programme and in any case before 31st December 2026.

5.5. Payment schedule. ICEX will ensure that payment is made after the completion of the cohort/immersion program, upon submission of the invoice and acceptance by ICEX of both the services provided during that period and the mandatory report corresponding to the cohort (including the evaluation report validated by ICEX). The invoice will be paid within 30 days of its submission.

The price of the cohort/immersion program will not vary, even if the number of participating companies slightly exceeds the established range: a maximum of ten (10) participants. The minimum number of participants will be six (6), depending on the number and quality of applications received.

5.6. Invoice details. All the invoices should be addressed to:

ICEX España Exportación e Inversiones, E.P.E.
Paseo de la Castellana 278, 28046 Madrid, Spain
VAT Number: ES-Q2891001F

But **dispatched to**²:

Spanish Economic and Commercial Bureau in Chicago (USA)
180 North Michigan Av, Suite 1500, Chicago, 60611
United States of America
Telephone: (+1) 613 236 0409
e-mail: chicago@comercio.mineco.es

The awardee invoice will contain the following elements:

Company letterhead / logo

²Please note that this postal address may change at a later date.

Address
Date
Invoice number
VAT number
Description of the item/s
Total amount due

6. REQUIREMENTS

- 6.1 Financial solvency requirements.** All competing companies will be required to provide a solvency report including financial accounts for the last three (3) financial years. The minimum turnover requirement is an amount of 192.500,00 USD, calculated on the basis of the following financial years (2025, 2024 and 2023; or 2022 if 2025 accounts are not yet available).
- 6.2 Technical solvency requirements.** The company must have a strong and proven track record in marketing and promotion activities, and strong connections with different actors within the Boston entrepreneurship and innovation ecosystem during the past three (3) years. The technical solvency of the company shall be demonstrated by submitting similar activities carried out during the past three years in Boston.
- 6.3 Team requirements.** The role of each team member assigned to this project shall be specified in the tender. In addition their curriculum vitae must be included in the proposal. The CVs submitted must be anonymized according to the template contained in **Annex 1**. The company must designate a primary contact person that is informed of all aspects of the contract, including administrative matters, and has direct continuous communication with ICEX, represented by the Economic and Commercial Office.

A minimum of 3 staff members shall be assigned to the project, including the following profiles:

- **Project Manager (one -1- person):** Minimum of 5 years' experience in accelerator and incubation programs, fundraising networks, and strategic partnerships in Boston. Full English competence required; Spanish is desirable. He or she must be fully engaged with ICEX, with OFECOMES Chicago and with participant companies (the project manager must not be a mere supervisor). He or she must travel to Spain at least once prior to each cohort departure in order to detail the scope of the program to participants and run the kick-off meeting, unless borders are closed.
- **Additional team members (at least two -2- people):** Minimum of 2 years' experience in PR, accelerator and incubation programs and fundraising networks. Full English competence required; Spanish is desirable. Proactive and customer oriented. Additional team members will be assessed only if they meet the minimum 2 years proven track record in the tasks required.

In the event that, due to unforeseen circumstances, the Project Manager is unable to travel to Spain for any of the mentioned events, they may be replaced by another member of the team. However, the absence of the Project Manager must be properly justified in advance and for exceptional reasons.

The company must notify the OFECOMES Chicago office of any changes to the team that could affect the development of the project. Any team member who leaves must be replaced by someone who meets the requirements established in this briefing. In the event of a team member replacement, the contractor must provide at least fifteen (15) days' notice and comply with the following requirements:

- Submit a change request explaining the reason for the replacement.
- Submit the CV of the new team member, who must have equal or greater qualifications and experience than the person being replaced.
- Cover the costs associated with knowledge transfer and the overlap between both profiles.

The appointment, replacement, or removal of any personnel assigned by the contractor must be coordinated in advance with ICEX. Any changes to key personnel may affect the potential renewal of the contract.

The role of each team member assigned to the project must be specified in the proposal. Their anonymized CVs must also be included in the submission.

The contractor must designate a primary point of contact who is fully informed about all aspects of the program, including administrative matters, and who maintains continuous and direct communication with ICEX, represented by OFECOMES Chicago. Regular coordination meetings between the contractor's team and ICEX, represented by the Spanish Economic & Commercial Office in Chicago, shall be held to monitor project progress. Such meetings may take place by videoconference.

Any changes to key personnel may affect the possibility of contract extension. The contractor's team will meet regularly with the ICEX and OFECOMES team to monitor the progress of the project. These meetings may be held via videoconference.

6.4 Assignment. The assignment of the contract is not allowed.

Non-compliance with any of the requirements established in the present briefing will result in the disqualification of the bidder concerned.

7. EVALUATION CRITERIA

7.1. Evaluation criteria. All proposals will be evaluated and compared on equal terms using the following criteria and weighting:

EVALUATION CRITERIA	Scores (Max.)
I. Proposal (to be included in Document 3 of the bid)	20
<ul style="list-style-type: none"> • Bid price scoring will be assigned according to the following criteria: <ul style="list-style-type: none"> i) The bidder with the lowest price will obtain the maximum score; the rest will be allocated points proportionally. 	

<p>II. Technical Proposal (to be included in Document 2 of the bid)</p> <ul style="list-style-type: none"> • ICEX will assess the quality of the proposed plan and the extent to which it satisfies most efficiently the objectives of the events, assigning points to each of the components of the Technical Proposal, as described below. <p>The technical proposal provided will be assessed as follows:</p> <p>i) Immersion programme: Proposed immersion program, including, for example, workshops, demo day and/or visits to hospitals, research centres, corporates, etc. Degree of adequacy will be valued up to a maximum of 20 points.</p> <p>ii) Strategic partnerships: Strategic partnerships with international and American stakeholders. Quantity and quality of companies and people that could engage with Spanish companies. Maximum 10 points.</p> <p>iii) Personalise agendas: Proposal for personalized meeting agendas for each participant, explaining methodology. Of organizing the agendas. Quantity and quality of the individualized meetings proposed per participant. Maximum 10 points</p> <p>iv) Communication and marketing plan: Communication and marketing plan to specify those tasks of the scope of works. Degree of adequacy will be valued up to a maximum of 5 points.</p> <p><u>The proposals that do not receive at least 22,50 points in this section will be automatically excluded.</u></p>	<p>45</p>
<p>III. Team Proposal (to be included in Document 2 of the bid)</p> <ul style="list-style-type: none"> • Beyond the minimum requirements (see below), proposals shall be assessed on the quality and relevance of the proposed team as follows: <p>i) <u>Project manager (fully engaged with the project):</u> Maximum 20 points.</p> <ol style="list-style-type: none"> (1) Experience in setting up technology in the key fields identified for this program, either as an entrepreneur or as a member of the founding team. To be valued: number and relevance of companies established in or around Boston. Maximum 2 points. (2) Management of incubation and acceleration programs. To be valued: number and relevance of programs related to biotech and managed in Boston, the rest of USA and other international biotech ecosystems. Maximum 8 points. (3) Networks in Boston related to the bid's main purpose (investors, mentors, corporates, open innovation agents...). To be valued: personal role, number and relevance. Maximum 5 points. (4) Investment fund operations for start-ups in different stages of growth. To be valued: number, value, and relevance, especially in biotechnology. Maximum 2 points. (5) Links to the Spanish start-up ecosystem that can contribute to the attraction of potential DESAFIA BOSTON candidates. To be valued: Number and relevance of previous projects/alliances/collaborations. Maximum 3 points. <p>ii) <u>Additional team members (average of all the additional members):</u> Maximum 5 points.</p>	<p>25</p>

<p>(1) Coordination of innovation and incubation programs. To be valued: number and relevance of programs related to biotechnology in or around Boston, and to international biotech ecosystems. Maximum 3 points.</p> <p>(2) Investment fund operations for start-ups in different stages of growth. To be valued: number, value, number, value, and relevance, especially in biotechnology. Maximum 2 points</p>	
<p>IV. Improvements (to be included in Document 2 of the bid)</p>	<p>10</p>
<p>The following improvements will be evaluated. This improvement does not imply an increase in the contract price. Bidders may propose innovative or value-added improvements to the delivery of DESAFÍA BOSTON, provided that:</p> <ul style="list-style-type: none"> • They do not entail any increase in the contract price; • They do not reduce the scope or quality of the required services; and • They are clearly and specifically described in the proposal. <p>Improvements will be assessed according to the following elements: Maximum 10 points.</p> <p>(a) Structured access to key Boston science-to-market stakeholders (Max. 3 points). (b) Additional personalised support mechanisms for participating spin-outs (e.g. accommodation discounts, in-kind perks, tailored business or market opportunities) (Max. 3 points) (c) Measures to strengthen post-immersion follow-up, continuity, and long-term engagement (Max. 2 points) (d) Innovative formats or tools to enhance programme delivery, management, and outcomes (Max. 2 points)</p>	
<p>TOTAL</p>	<p>100</p>

Responses, other than price (Technical proposal and Teams), will be scored as follows:

<p>0% of allocated points</p>	<p>Not enough information</p>	<p>Technical proposal criteria: The response simply states that the bidder can meet some of the requirements set out, but has not provided any information or detail on how they will do so. Team criteria: No significant improvements beyond the minimum requirements</p>
<p>25% of allocated points</p>	<p>Almost adequate</p>	<p>Technical proposal criteria: The bidder has provided some information about how they propose to meet most of the requirements. There is serious doubt regarding their ability to consistently meet the full range of requirements. Team criteria: Almost adequate level of the above indicators (number, quality, diversity, etc.)</p>
<p>50% of allocated points</p>	<p>Adequate</p>	<p>Technical proposal criteria: The bidder has provided some information about how they propose to meet most of the requirements. There is some doubt regarding their ability to consistently meet the full range of requirements. Team criteria: Adequate level of the above indicators (number, quality, diversity, etc.)</p>
<p>75% of allocated points</p>	<p>Very Good</p>	<p>Technical proposal criteria: The bidder has provided detailed information covering all elements, detailing how they propose to meet all the requirements. This gives full confidence in their ability to consistently meet the full range of our requirements. Team criteria: Significant level of the above indicators (number, quality, diversity, etc.)</p>

100% of allocated points	Excellent	<p>Technical proposal criteria: The bidder meets the required standard in all respects and exceeds some or all the major requirements, which in turn leads to added value within the contract.</p> <p>Team criteria: Outstanding level of the above indicators (number, quality, diversity, etc.)</p>
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8. CONTENTS OF PROPOSALS

8.1. Proposal content. Bidders are expected to present a proposal that includes **three (3) separate documents (Administrative Requirements; Technical Proposal, and Financial Proposal)**, as detailed below. Proposals that miss any of the said documents will be considered incomplete and excluded.

IMPORTANT: The price contained in the Financial Proposal must ONLY be included in Document 3. Shall it be included in Documents 1 or 2; the offer would be excluded from the tender.

8.2. Document 1: Administrative Requirements (PDF file). All competing companies must present an electronic file in PDF format, comprising the following documents:

- **Acceptance letter.** All bidders are required to provide an acceptance letter, signed by a legal representative of the company, accepting each and every term and condition stipulated in the present briefing.
- **Project References.** The dossier should detail promotional events of similar scale undertaken in the last three (3) years, including **total budgets, dates and clients, public or private sector**, for whom the services and/or work were undertaken. A minimum **experience of three (3) years** in similar projects is required.
- **Financial Solvency.** Bidders must prove an annual turnover of at least 192.500,00 USD in the best of the last three accounting years (2025, 2024 and 2023; or 2022 if 2025 accounts are not yet available). Bidders must clearly state in their offer if they use any of these options (joint ventures, subcontracting) to meet the requirements providing documentation that legally demonstrates the extent and seriousness of the relationship.

8.3. Document 2: Technical Proposal, Teams Members and Improvements (PDF file). The technical proposal should not make any reference to price. All competing companies must present a detailed work proposal, that includes the technical proposal including improvements and team assigned to the project, along with an indication of each person's role and detailed CVs (using the anonymized CV template included in **Annex 1**). In order to facilitate the understanding and assessing of the technical proposal, we suggest bidders to organize the proposal document following the structure of technical proposal criteria (7.1: II, III, IV), notwithstanding that other issues of value will be included.

8.4. Document 3: Financial proposal (MS Excel file). All competing companies must present a financial proposal, including a detailed budget for the project and its breakdown for each area of activity and taxes must be clearly described and separated. This proposal must be made according to the **Annex 2**.

The price contained in the economic offer must ONLY be included in Document 3. Shall it be included in Documents 1 or 2; the offer would be excluded from the

tender. Proposals exceeding the maximum available budget of 192.500,00 USD per 1 cohort (main contract), excluding taxes, will not be considered.

ICEX is a Spanish institution based in Spain for all purposes.

Travel expenses of the participating startups should not be included in the financial bid. Travel and accommodation expenses are assumed by the participating startups

8.4.1. Taxes. ICEX will evaluate the Financial Proposal based on the offered prices, excluding taxes.

8.4.2. Currency. The proposal will be drafted in **United States dollars**.

9. SUBMISSION OF PROPOSALS

9.1. Invitation to tender. ICEX, represented by the Economic & Commercial Office of Spain in Chicago, will send this briefing to different companies. The briefing on the [ICEX website- Perfil del Contratante](#) and will also be published on the [website of the Economic & Commercial Office of Spain in Chicago](#).

9.2. Submission of proposals. The companies wishing to participate in the tender must send the documentation exclusively in digital format (PDF), **ONLY** to the e-mail tenders@icex.es before **23:59 (Chicago local time) hours on the date indicated at the first page of the document**. Proposals not submitted within the deadline will be automatically excluded.

9.2.1. Electronic files. All files should be in digital (PDF and MS Excel) format only. Neither e-mails nor individual files sent as attachment should exceed 4MB in size. Should files be larger, the competing companies should use a file transfer service, which they have previously verified (e.g. WeTransfer, Dropbox, or other).

9.2.2. Expenditures. Please note that any expenditure incurred by competing companies in the preparation of the proposals, presentations and quotes will be at the expense of the said companies. Submission of the offer will not generate any fees or reimbursement of any type of expenses from ICEX.

9.2.3. Language. The proposal will be drafted and presented in English.

9.2.4. Acceptance of terms. Submission of a proposal and participation in this tender implies the express acceptance by the competing companies of all the clauses contained in this brief.

9.3. Amendment of proposals. Once competing companies have submitted their proposals, ICEX will not accept the submission of any amendments, additions or corrections, unless the latter result from a clarification requested by ICEX.

9.4. Clarification of proposals. Competing companies meeting the administrative requirements of the present brief may be invited by ICEX to clarify specific aspects of their technical or financial proposals, which will be done in written.

9.5. Compliance of proposals. All competing companies submitting a proposal should be aware that the Legal Services of ICEX will review the documentation submitted by each company, to ensure compliance with every requirement set in this brief. Non-compliance with any of the requirements established in the present brief will result in the automatic disqualification of the company concerned.

- 9.6. Assessment of proposals.** Document 1 (Administrative Requirements) will be the first to be opened and assessed. Once and only if the competing company has been verified to comply with every requirement set in this brief, document 2 (Technical Proposal) be opened, assessed and assigned evaluation scores. Finally, document 3 (Financial Proposal) will be opened, assessed and evaluated. Thus, the price contained in the financial proposal offer will not be known until that moment.
- 9.7. Selection of company.** A decision will be made as soon as possible from the published proposal due date. The decision will be notified via e-mail to all competing companies, in order to enable the selected company to begin work promptly.
- 9.8. Contact persons.** Questions related to this briefing might be addressed in written form until **23:59 (Chicago local time) hours on the date indicated at the first page of the document only** through the e-mail tenders@icex.es. In the interest of fairness, any questions by competing companies, as well as the corresponding answers by ICEX, might be shared with all other companies.

10. PROCUREMENT BOARD

- 10.1.** Appointed members of the Procurement Board for purposes of this tender will be:

President	Marta Valero San Paulo	Executive Director for Financial Affairs
Substitute	José María Blasco Ruiz	Executive Director for Growth and Competitiveness
Member	Iker Aguirre	Deputy head of department at Economic and Commercial Office of Spain in Chicago
Substitute	Marta González	Deputy head of department at Economic and Commercial Office of Spain in Chicago
Member	Beatriz Sabuco	Deputy head of department at Economic and Commercial Office of Spain in Chicago
Substitute	Elena Martín	Deputy head of department at Economic and Commercial Office of Spain in Chicago
Member	Luis Baratas González	Head of Sector in the Entrepreneurship Department
Substitute	Sonia Ainhoa Domínguez Díaz	Head of Sector in the Entrepreneurship Department
Secretary	Pedro Patiño Segura	Deputy Director of Procurement
Substitute	Isabel Arias	Member of the Procurement Department

In Chicago, on the date of the electronic signature

ICEX's Board of Directors
By Delegation (Resolution of 5 March 2025 BOE
[Official State Gazette] n°. 67 of 19 March 2025

Erik Rovina Mardones
Chief Economic and Commercial Counsellor
Economic and Commercial Office of Spain in Chicago

ADMINISTRATIVE CLAUSES

1. FINANCIAL PROPOSAL CALIFICATIONS

Disproportionate or anomalous bid. Financial proposals will be evaluated to determine whether they can be considered disproportionate or anomalous. Bids will be considered disproportionate or anomalous when:

- The financial proposal is 20% below the maximum budget, in case there are fewer than three bidders.
- The financial proposal is 10% under the arithmetic mean of the bids submitted, in case there are three or more bidders. Notwithstanding, the most expensive bid will be excluded, when calculating the arithmetic mean.

Whenever a bid is considered disproportionate or anomalous, the interested party will be requested to justify their proposal, its terms and conditions, within the 72 hours following its notification. Having received the plea or the aforesaid time limit having expired, ICEX will decide, upon technical advice if necessary, on considering the bid disproportionate or anomalous, excluding it accordingly.

Tiebreaker Criteria. In the event of a tie in the score obtained by two or more bidders, it will be resolved by applying the social criteria stated below, in order and referred to at the end of the deadline for submission of proposals. The supporting documentation for the tiebreaker criteria referred to in this clause will be provided by the bidders at the time the tie occurs, and not previously.

- Higher percentage of workers with disabilities or in a situation of social exclusion in the workforce of each of the companies, giving priority in case of equality, to the largest number of permanent workers with disabilities in the workforce, or the largest number of workers in inclusion in the workforce.
- Lower percentage of temporary contracts in the workforce of each of the companies.
- Higher percentage of women employed in the workforce of each of the companies.
- The draw, if the application of the above criteria had not resulted in a tiebreaker.

2. OBLIGATIONS

- a. **Technical Quality.** The company awardee shall be responsible for the technical quality of the work and services it may carry out during this contract. It shall also be responsible for any consequences arising for ICEX, or for third parties, from errors, omissions, inappropriate methods, or incorrect conclusions in the performance of the contract. In particular, the company awardee shall be responsible for:

- Ensuring that both the development and the result of the services and work which has been contracted to carry out comply with the quality specifications required by ICEX.
 - Compliance with the time-limits agreed with ICEX in each case.
 - Omissions, errors, incorrect conclusions, or inappropriate methods that it may recommend and implement during the term of this contract.
 - The personnel forming part of the project team assigned to the development and performance of the Contract, with the company bearing sole liability in employment matters for the conduct and operation of the above-mentioned team.
 - The processing of any information and data made available to it.
- b. **Copyright and information rights.** The intellectual or industrial property rights for all works created by the company, as well as all the information gathered by the latter on behalf of ICEX in connection with this contract shall belong to ICEX, at no extra cost, upon payment of all relevant consultancy fees and expenditure herein agreed. This includes the right to use, reproduce, modify, distribute publicly and via online media. Said rights will be on a global basis and throughout the maximum period of copyright protection, for all the file types, in any format or language, and with all the effects determined by the law.
- i. All materials produced are the property of ICEX, including any intellectual property, printed materials, photography, website, videos, and other offline and online publications.
 - ii. The company awardee will ensure that all vector files of materials produced, in any medium or format, are delivered to ICEX. This includes all original and edited photography, video, and social media files, which the company guarantees have been produced for ICEX and are not owned by third parties.
 - iii. The company shall, at its own expense, defend any claim or threatened claim brought by third parties against ICEX, insofar as the said claim is based on the allegation that the work carried out by the company within the framework of this contract infringes intellectual or industrial property rights of third parties or constitutes an undue appropriation of trade or industrial secrets belonging to third parties.
- c. **Confidentiality.** The company awardee is obliged to maintain professional confidentiality with regard to the information and documentation provided by ICEX for the performance of the services. This obligation shall remain in force both during and after the end of the activities to which the contract related, until the said information comes into the public domain or, for any other legitimate reasons, loses its confidential status. This clause shall not apply to information that is (i) in the public domain, (ii) already known to the party receiving it, (iii) disclosed in compliance with court orders or under legal obligations.
- i. The company shall only permit access to the confidential information to those persons who have a need to know it for the purposes of carrying out the activities and services under the contract. The company shall be responsible for ensuring compliance with the confidentiality obligations by the personnel in its employ and by any persons or entities working in collaboration with the company or subcontracted by it.
 - ii. The company also undertakes not to use any confidential information belonging to ICEX to which it may have access for its own or private purposes or for any other purposes.
 - iii. Failure to comply with the obligations indicated above shall entitle ICEX to bring civil or even criminal actions against the company for any liability that might be applicable.

3. CANCELLATIONS

- a. **Termination.** ICEX reserves the right to unilaterally terminate the contract if the services are not performed by the company in accordance with the instructions received from ICEX, if any of the deadlines applicable to the company are not met, or if there is any failure to fulfil the obligations established in the contract. All of the above is without prejudice to any claims for damages that might arise.
- b. **Cancellation, postponement, or modifications of actions.**
 - i. **Cancellation.** In the event of cancellation of an event, ICEX shall solely satisfy the expenses incurred by the company from the date of the contract (and in connection with the same) until the date of a formal notice of the cancellation by ICEX. To be reimbursed, the company must submit all documentary invoices of the expenses incurred up to that date.
 - ii. **Postponement.** In the event that the said action is postponed due to sanitary conditions and the subsequent National, Provincial or Local restrictions in place, the parties will try to reach an agreement in good faith that benefits their respective interests as much as possible, in order to postpone the events to the nearest possible date. More precisely, a formal or informal governmental provision applicable to the city of celebration of the event that limits the number of expected visitors to half of the required, constitute grounds for postponement of the events. Additionally, the placement of cumbersome sanitary requirements to visitors and exhibitors (quarantines, sanitary tests, etc.), that could limit the attendance to the events, constitute grounds for their postponement.
 - iii. **Modifications.** In the event that the sanitary or travel restrictions in place limit or impede the celebration of one of the events at a suitable date the parties will try to reach an agreement in good faith to modify the scope or place of the activities.

4. CONTRACT AND JURISDICTION

To solve any dispute, disagreement, issue or claim which may arise from the performance of the Agreement executed with the Awardee of this tender, the matter will be referred to Ordinary Courts and Tribunals of Madrid (Spain), expressly waiving any other jurisdiction. The language used in any dispute shall be Spanish. Spanish legislation shall be applicable to the contents of this Tender.

5. DATA PROTECTION

The parties hereby undertake to respect the current regulations on data protection (General Data Protection Regulation 679/2016 and Organic Law 3/2018 on Data Protection and guarantee of digital rights). The personal data of the contacts of both parties, including data related to the signatories of the agreement and related to the personnel of the Parties that must necessarily be contacted, will be processed by each of the Parties for the purpose to manage the relationship based on the execution of the contract that legitimizes the processing. The retention period for this data will be the duration of the contractual relationship and as long as they are necessary, or responsibilities may arise in accordance with the applicable regulations or as required by the authorities.

The affected interested parties may exercise their rights of access, rectification, deletion, opposition, limitation of processing, portability by contacting Parties. In case you consider that your data protection rights have been violated, you can contact the Authority on Data Protection.

ANNEX 1 (to be included in DOCUMENT 2).
TEAM CV ANONYMIZED.

(An editable Excel document with the table below has been published on the website of the Economic and Commercial Office of Spain in Chicago so that bidders can complete it and include it in their proposals.)

ANNEX A.

Example of an Excel template for the evaluation of the applications (Only for informative purposes in order to elaborate the proposals).

(An editable Excel document with the Annex A has been published on the website of the Economic and Commercial Office of Spain in Chicago so that bidders can observe it in order to elaborate their proposals.)