



TERMS OF REFERENCE (ToRs) FOR THE PROCUREMENT OF BUSINESS SUPPORT SERVICES

Grant Agreement signed between Hojo Tek DOO Struga and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Project Nr
Name of the project: Smart Energy Efficiency	81294963



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Project background and context

The company Hojo Tek DOO Struga has signed a Grant Agreement for implementation of the project “Smart Energy Efficiency”. The project will have strong public benefit. Hojo Tek will create thirteen new employments, of whom 11 U40 and 7 women. The project is compliant with Green Deal, namely the new Smart Energy Efficiency product that will be developed with the project will save energy for the end users. Hojo Tek will do energy savings analyses which will help to analyse the energy savings. The project has very positive contribution to protection of environment with installation of 25,2 kW of Photovoltaics which give 36.540 KWh of electricity from Renewable Energy Sources on an annual level, which in turn is 9,4 tons of CO2 saving on an annual level.

- All the activities of the project are separated in different Work Packages (WPs) that are on general level.
 - WP1: Preparation Team
 - WP2: Environment set-up
 - WP3: Software implementation
 - WP4: Internationalization & Export
 - WP5: Training & Employment
 - WP6: Monitoring

Each of the WPs although with separate activities each are interconnected. And several of them lead to certain outcomes.

Outcome 1: Internal organization improvement (Combination of certain activities from WP1 + WP2 + WP5 lead to this outcome and the reason behind that are the following outputs)

1. Increased productivity.
2. Increased know-how.
3. Promoted knowledge sharing between the employees.

Outcome 2: Renewable Energy (Combination of certain activities from WP2 + WP5 lead to this outcome and the reason behind that are the following outputs)

1. Improved internal energy efficiency.

Outcome 3: Quality assurance process (Combination of certain activities from WP3 + WP6 lead to this outcome and the reason behind that are the following outputs)

1. Ensured quality.

Outcome 4: Internal Growth strategy (Combination of certain activities from WP3 + WP5 + WP6 lead to this outcome and the reason behind that are the following outputs)

1. Ensured stable growth.
2. Employed new employees.

Outcome 5: Product & Market Growth strategy (Combination of certain activities from WP3 + WP4 + WP5 lead to this outcome and the reason behind that are the following outputs)

1. Introduced new products and services for energy efficiency.
2. Improved existing products and services.
3. Entered new markets.

The project also foresees engagement of the BSO that will support implementation of several advanced business support services by using the tools developed within the EU4EG academy.

Company background

The company Hojo Tek DOO Struga, North Macedonia (Hojo Tek) was founded in 2018 in Struga with the mission and vision to become relevant player on the market and offer only highly innovative products and services that have causes for greater good. Since its establishment the company has been every quarter on continuous growth, financially and on people head count. Our expertise include:

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- Smart Home Internet of Things (IoT) solutions including firmware for standalone home appliances and mobile apps facilitating their management, central hubs orchestrating devices within a Smart Home system and complex Home Automation solutions with self-learning capabilities.
- Fleet Management solution for Transport and Logistics companies that own fleet of vehicles.
- Industrial IoT solution that is drone based.

In the post pandemic period our company increased the export of our services to German based IT company, Swiss based IT company and Dutch (The Netherlands) based IT company. With the implementation of the project the company is aiming to expand its exporting capacities and be able to have new product developed.

Purpose of the ToR

In order to achieve its project goals the company has a need for advanced business support services that are going to help our company in improving its own energy efficiency, be able to meet needed standards and be able to have a clear plan for export.

By using the EU4EG academy tools we have prepared a technology audit which provided great hints related to the needs/gaps/opportunities for our company. Based on these findings we have foreseen that our company should seek several other services which are listed below.

The purpose of this part of the Terms of Reference (TOR) is to outline the scope of work, responsibilities, deliverables for the advanced support services that should take place during the implementation stage of the project. As such Hojo Tek DOO Struga is looking forward to deliverables of the following services:

- Two energy audits
The first energy audit shall present the situation before implementation of the solar panels/other equipment and the second shall provide information after the solar panels/other equipment have been implemented. At the same time, our company is looking forward to finding ways how to develop more energy savings based on the findings of the energy audit.
- Export audit and Export Plan: Conduct the export audit and development of the export plan for the new products developed in the frame of the project. And at the same time support with recertification process for QMS that the company already has.

All phases of the project will be monitored for their implementation according to the timeline included in the section below. In addition to monitoring, documentation and reporting of the implementation of each phase of the project will be done by the Project team. Therefore, we are looking for a Business Support Organisation (BSO) that has the capacities to provide these services for our company:

Objectives of the Terms of Reference

Energy efficiency audits

The objectives of the energy efficiency audit are as follows, and in particular to:

1. Identify opportunities to reduce energy consumption and costs in the Hoyo tech facilities which include a total area of 450m² and an office space of 300m².
2. Evaluate the level of energy consumption by the existing electricity and heating systems and equipment.
3. Evaluate the electricity production and effects of the newly installed photovoltaic (PV) station on the rooftop area of the building with an installed power of 25,2 KW.
4. Identify potential energy savings measures, including retrofits and upgrades.
5. Provide recommendations for improvements to the energy efficiency of the facility.
6. Estimate the potential for cost savings of the recommended energy efficiency measures.

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7. The second energy audit should measure the set goals
8. Prepare an Action Plan (Activities, Budget, Time Frame and Responsibility) for the recommended measures.

- **Export Audit and Export Plan**

The objectives of the Export Audit and the Export Plan are as follows:

1. Define the Hoyo Tek readiness to increase the % of exported goods and newly developed products/services.
2. Identify potential target markets based on market research and analysis.
3. Evaluate the potential of each target market and develop a prioritized list with at least two international targeted markets.
4. Develop a strategic roadmap for entering each target market.
5. Prepare an Action Plan (Activities, Budget, Time Frame and Responsibility) for the identified measures
6. Identify opportunities for improvement in the export process, including streamlining and cost reduction.

Support for preparation for recertification of QMS with the existing ISO standards that the company has (ISO 9001:2015, ISO 27001-2013, SO 20000-1:2018, ISO 22301:2012)

1. Confirm that the organization's QMS is still in compliance with the specified quality standard. This involves assessing whether the documented processes, procedures, and practices align with the requirements of the standard.
2. Evaluate the effectiveness of the QMS in achieving its objectives and supporting the organization in delivering products or services that meet customer requirements. This involves assessing the performance of key processes and identifying opportunities for improvement.
3. Verify that the organization has mechanisms in place for continual improvement of its processes. Recertification assesses whether the company has actively identified areas for enhancement, implemented corrective actions, and undertaken initiatives to improve overall quality.
4. Reaffirm to customers and stakeholders that the organization is committed to maintaining a high level of quality in its products or services. Recertification provides external validation of the company's dedication to quality management, which can enhance customer confidence and trust.
5. Ensure that the organization remains compliant with regulatory requirements and meets the expectations of the market. Many industries and customers require suppliers to have a certified QMS, and recertification demonstrates the company's commitment to meeting these external standards.
6. Use the recertification process as an opportunity to identify areas where the QMS can be further enhanced. This includes addressing any non-conformities, implementing corrective actions, and considering opportunities for innovation and efficiency.
7. Contribute to the overall sustainability and improvement of organizational performance. By maintaining a robust QMS, the organization is better positioned to adapt to changes, mitigate risks, and consistently deliver high-quality products or services.

Scope of Work

Energy efficiency audits

The energy efficiency audit shall include the following tasks:

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1. Review the building documentation, including energy bills and equipment specifications.
2. Evaluate the HVAC systems, including air conditioning, heating, ventilation, and controls in terms of energy consumption.
3. Assess the lighting systems, including types of lamps and fixtures, occupancy sensors, and daylighting in terms of energy consumption.
4. Evaluate the potential for energy savings in the existing production processes (e.g. computer equipment, servers, software, etc.).
5. Evaluation of the potential for energy savings through equipment upgrades and behavioural changes in the everyday practices of the employees.
6. Analyse the impact of the overall energy production by the newly installed PV station on the overall energy consumption.
7. Perform analysis of data and
8. Develop recommendations for energy efficiency measures.

Export Audit and Export Plan

The preparation of the Export Audit and Export Plan shall include the following tasks:

1. Review of the company's existing business model, operations, and resources.
2. Evaluate the company's current export readiness and competitiveness.
3. Identify the company's strengths and weaknesses and run a diagnostic for motivation (strategy & experience), management and staff, manufacturing capability & quality, marketing and sales, and financial resources.
4. Create market analysis for the targeted export area and choose the best market for penetration.
5. Develop a strategic roadmap for entering the selected target market, including market entry strategies, product adaptation, distribution, pricing, and promotion.
6. Propose recommendations for improving the company's export including organizational and operational improvements.

Support for preparation for recertification of QMS

1. Review, update, and align all QMS documentation with the current version of the relevant quality standard. Ensure that policies, procedures, and work instructions accurately reflect organizational processes and compliance requirements.
2. Plan and execute a comprehensive internal audit program to evaluate the effectiveness of the QMS. Identify areas of non-conformance, if any, and initiate corrective actions. Ensure the internal audit covers all relevant processes and functions.
3. Identify specific projects aimed at improving QMS efficiency and effectiveness.
4. Integrate risk management practices into the QMS. Identify, assess, and document potential risks to the system. Implement mitigation strategies and preventive actions, demonstrating how risk management contributes to the resilience and reliability of the QMS.

Deliverables

- Energy Efficiency Audits

The Energy Efficiency Audits shall be implemented in two phases – one at the beginning of the project where will be audited and analysed the current situation of the facilities in Struga and one at the end of the project where the results of the given recommendations and new investments foreseen with the project will be analysed.

The following deliverables will be provided as part of the first Energy Efficiency Audit:

1. A detailed report outlining the findings of the audit, including opportunities for energy savings, recommended energy efficiency measures, and estimated cost savings potential.

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2. A summary presentation of the audit findings and recommendations.
3. Recommendations for the identified measures that can be implemented by the company

The following deliverables will be provided as part of the second Energy Efficiency Audit:

1. A detailed report outlining the findings of the audit, including realized energy savings, level of implementation of the recommended energy efficiency measures, validation of the energy capacity of the installed equipment with this project (the photovoltaic station and the machinery), and cost savings made.
2. An indicative list of potential funding instruments potential incentives and rebates available for implementing the recommended energy efficiency measures in the future.

Export Audit and Export Plan

The following deliverables shall be provided as part of the Export Plan:

1. Assessment form for diagnostics of company's export readiness that involves analysis of sales growth and business development, export experience and strategy, manufacturing capabilities and quality, marketing and sales, management and staffing and financial resources.
2. Recommendations for improving the company's export readiness and competitiveness.
3. A detailed report outlining the findings of the market research and analysis, including potential target markets, opportunities, and challenges.
4. Recommendations for entries in identified market(s).
5. Export Plan with a strategic roadmap that will define the export objectives, value proposition, target customers, marketing, market entry etc.

Support for preparation for recertification of QMS

The following deliverables will be provided as part of preparation for recertification of QMS

1. Assessment of Document Compliance
2. Support in Assessment of effective internal audit
3. Prepared action plan for improvement based on specific findings
4. Ensure that all employees are aware and well-trained about their roles within the QMS
5. Support in identification of potential risks.

Responsibilities

The following parties will be responsible for the Export Audits and Export Plan:

- The **chosen BSO and the chosen team members** will conduct the Export Audits and Export Plan , Energy Audit and support QMS recertification.
- **Hojo Tek** will provide access to relevant documentation and personnel.
- The **chosen BSO and the chosen team members** will oversee the audit process and ensure the quality of the deliverables.

Methodology for preparation

The BSO shall be focused on using the tools that have been developed during the EU4EG project within the EU4EG academy.

Energy Efficiency Audits

- Energy Efficiency Audit of industrial processes (PInE Audit Tool) from the Catalogue of Advanced Services for SMEs published by the EU for Economic Growth (EU4EG) Project (Annex 1).

The energy efficiency audit shall include the following tasks:

- Review the building documentation, including energy bills and equipment specifications.

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- Evaluate the potential for energy savings in the existing processes.
- Analyse the energy efficiency impact of the new implementation technology.
- Develop recommendations for energy efficiency measures.

Export Audit and Export Plan

The annexes to be used are listed below:

- Export Audit form (Annex 2) and
- Export Plan Guidelines (Annex 3), both from the Catalogue of Advanced Services for SMEs published by EU4EG Project.

The preparation of the Export Audit and Export Plan shall include the following tasks:

7. Review of the company's existing business model, operations, and resources.
8. Evaluate the company's current export readiness and competitiveness.
9. Identify the company's strengths and weaknesses and running a diagnostic for motivation (strategy & experience), management and staff, manufacturing capability & quality, marketing and sales, financial resources.
10. Create detailed market analysis for the targeted export area and choosing the best market for penetration.
11. Develop a strategic roadmap for entering the selected target market, including market entry strategies, product adaptation, distribution, pricing, and promotion.
12. Propose recommendations for improving the company's export including organizational and operational improvements.

Support for preparation for recertification of QMS

1. Review, update, and align all QMS documentation with the current version of the relevant quality standard. Ensure that policies, procedures, and work instructions accurately reflect organizational processes and compliance requirements.
2. Plan and execute a comprehensive internal audit program to evaluate the effectiveness of the QMS. Identify areas of non-conformance, if any, and initiate corrective actions. Ensure the internal audit covers all relevant processes and functions.
3. Identify specific projects aimed at improving QMS efficiency and effectiveness.
4. Integrate risk management practices into the QMS. Identify, assess, and document potential risks to the system. Implement mitigation strategies and preventive actions, demonstrating how risk management contributes to the resilience and reliability of the QMS.

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Deliverables

- **Two Energy Efficiency Audits**

The Energy Efficiency Audits shall be implemented in two phases:

- one at the beginning of the project where will be audited and analysed the current situation of the Hojo Tek DOO
- The second one shall reflect on the results of the actions that have taken place after the suggestions in the first energy audit:

- **Export Audit and Export Plan**

The following deliverables shall be provided as part of the Export Plan:

6. Evaluation and assessment of the company's export firm including analysis of sales growth and business development, export experience and strategy, production capabilities and quality, marketing and sales, management and personnel and financial resources.
7. A prioritized list of target markets with detailed profiles and recommendations for entry strategies.
8. Recommendations for improving the company's export readiness and competitiveness.
9. An Action Plan (Activities, Budget, Time Frame and Responsibility) for the identified market(s) domestic and international.

Timeline

The above-mentioned activities shall be completed within this year (2023) and beginning of the 2024, according to the Action plan for Implementing the Project of the company.

The concrete dates of the starting period and finishing period of the each of the Audits and Export Plan are:

- Conducting Energy Efficiency Audit (part 1): 15.01.2024 - 24.01. 2024
- Conducting Export Audit and Export Plan: 15.01.2023 –28.02.2024
- Conducting Energy Audit part 2: 19.02.2024 –28.02.2024
- Support for preparation for recertification of QMS: 15.01.2024 - 24.01. 2024

Required expertise

- The BSO team shall show experience in understanding the technology we are using
- have more than 10 years' experience in operating and offering different support services for the companies
- Belong to listed BSOs for the first call of application within the EU4EG grant Scheme.
- Present professional at least two experts that have more than 7 years of experience in management and IT industry
- The BSO is required to provide two experts who are suited to fill the positions described below, on the basis of their CVs, the range of tasks involved and the required qualifications.

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1. Qualifications of proposed staff

1.1 Expert 1 – EE and Export

1.1.1 General qualifications

Education: PhD degree in an area relevant to the assignment (e.g. social sciences, economics, business administration, management, in food safety, engineering, etc. or other education relevant for the assignment).

Professional experience: at least 10 years of experience in the country and has followed the EU4EG academy training on Energy Audit and Export.

Specific professional experience:

- (a) Trained in by EU4EG on preparing EE audit, Export Plan and Export Audit
- (b) Understanding Circular Business Model
- (c) Strong experience in working and providing services to MSMEs
- (d) Excellent project management skills
- (e) Excellent analytical skills and administrative skills
- (f) Excellent communication and organization skills

1.1.2 Experience in the country: at least 10 years of experience in North Macedonia.

1.1.3 Language skills: business fluency in English language. Knowledge of Macedonian/Albanian language will be considered as an asset.

1.2 Expert 2 – QMS and experience in the sector

1.2.1 General qualifications

Education: University degree in an area relevant to the assignment (e.g. ICT, engineering, social sciences, economics, business administration, management, etc. or other education relevant for the assignment).

Professional experience: 5 years of experience in software development and with ability to understand the quality process within the company by having experience in working in a team with other engineers on, QAs, Dev-Ops and project managers.

Specific professional experience:

- (a) 5 years of experience in software development.
- (b) experience in design and product development with request standards
- (c) Experience in ensuring quality standards within the company
- (d) Excellent analytical skills and administrative skills
- (e) Excellent communication and organization skills
- (f) Experience in cooperating with QAs and Dev-Ops, and close cooperation with project managers to ensure that the services are delivered within the requested standard.

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1.2.2 Experience in the country: 5 years of experience in western Balkans.

1.2.3 Language skills: business fluency in English language. Knowledge of Macedonian/Albanian language will be considered as an asset.

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Responsibilities

The following parties will be responsible for the Export Audits and Export Plan:

- The chosen BSO will conduct the Export Audits and Export Plan
- Hojo Tek DOO Struga will provide access to relevant documentation and personnel.
- The chosen BSO will oversee and monitor the whole process.

Payments

The payment for the delivered services shall be done in two instalments.

Annexes:

Annex 1: Energy Efficiency Audit of industrial processes (PIInE Audit Tool) from the Catalogue of Advanced Services for SMEs published by the EU for Economic Growth (EU4EG) Project

Annex 2: Export Audit form from the Catalogue of Advanced Services for SMEs published by the EU for Economic Growth (EU4EG) Project

Annex 3: Export Plan Guidelines from the Catalogue of Advanced Services for SMEs published by EU4EG Project

Annex 4: Tool for QMS (thematic area Standardisation).



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