

APPENDIX I – SPECIFICATION OF REQUIREMENTS

Introduction

The purpose of this procedure is to establish a Panel of Consultants for Local Enterprise Office Leitrim to deliver The Digital for Business Programme.

Detailed Specification of Digital for Business (part of the All In A Days Work) Programme

Digital for Business Programme

Digitalisation is the use of new digital technologies, tools and data to improve the business in terms of how work gets done. It can create efficiencies, improve how customers and companies engage and interact and create new value and revenue streams for the business.

Broadly speaking, Digitalisation supports competitiveness, productivity, and value creation, it covers 5 main areas:

1. Data processing and analysis (i.e. gathering customer trends, values insights)
2. Cloud computing (i.e. moving software/data to the cloud for accessibility)
3. Cybersecurity (i.e. protecting records, information, IP and data from attacks)
4. Internet of Things (software/technology connectivity)
5. Industry 4.0 (i.e. process automation in manufacturing facilities and utilisation of AI)

It is delivered across key business areas:

- Customer
- Strategy
- Technology
- Operations
- Organisation & Culture

The objective of the Digital for Business programme is to help businesses prepare and implement a plan for the adoption of digital tools and techniques across the business. Process Optimisation, Digital Customer Experience and Data Management will be essential to be competitive.

Digital for Business aims to provide strategic intervention for businesses to work with third party consultants to:

- assist them identify where they are on their digital business journey,
- develop a digital adaptation plan based on their identified need,
- implement their digital adaptation plan,
- Identify opportunities to apply for Grow Digital voucher or other available funding opportunities.

Digital for Business may be used to obtain digital strategy, technical and/or advisory supports to help a company on their digitalisation journey including the consultancy costs associated with design, installation, commissioning, or project implementation.

The consultant will work with the company to provide an introduction to Digital concepts and should identify suitable activities based on the business need. Examples of possible project activities are detailed in the table below.

Activity	Project Scope
Option 1 Internal Process Optimisation (Lean-Digital Automation)	Review of current operational processes and systems to identify improvement opportunities. The focus should be on eliminating waste by introducing easier, faster processes backed up by automation and/or cloud based digital systems where appropriate. Processes covered can include any or all business functions from sales, finance, marketing, production, logistics and product development. Ideally the review will be based on a Lean approach in combination with the adoption of digital technologies. Part of the analysis should include a review of cyber security risks and recommendations to reduce risk, including working towards international security standards that are becoming a requirement to operate internationally. The output is expected to include a plan for the company to improve business processes using a combination of people skills development, process development and technology investment (including robotics, sensors & software). Digital Start will cover consultancy costs associated with design, installation, commissioning, or project implementation as detailed in the plan.
Option 2 Enhancing Customer Digital Experience (Product, Service, Route to Market, Channels)	Review of current products & services & channels and potential to create a high-quality digital experience for customers. This should include a digital review of the customer journey(s) including all customer touchpoints from sales, marketing, customer service, delivery, channels, life cycle, competitor analysis. Part of the analysis should include a review of cyber security risks and recommendations to reduce risk, including working towards international security standards that are becoming a requirement to operate internationally. The output is expected to include a plan for the company to improve the customer experience by implementing enhanced services, products, and/or channels including identification of required skills development needs. Digital Start will cover consultancy costs associated with design, installation, commissioning, or project implementation as detailed in the plan.
Option 3 Becoming a Data Driven Business	Review of current key performance data that is used to drive the business and identify gaps and improvement opportunities. Enhancing customer experience by aggregating data in all of its forms across the business. This should include: Identification of data sources and potential untapped business value of data. Identification of gaps in business or production data and suggestions on ways to improve. Identification of security risks and mitigation strategies. Identification of potential new tools e.g., CRM, Business Intelligence, ERP, Robotics. The output is expected to include a plan for the company to improve data definition, collection, visualisation and analysis using a combination of people skills development, process development and technology investment (including robotics, sensors & software). Digital Start will cover consultancy costs associated with design, installation, commissioning, or project implementation as detailed in the plan.

The project scope should be developed further between the business and the consultant and agreed with LEO Leitrim.

Further information on the Digital for Business programme can be found here:

<https://www.localenterprise.ie/Portal/Digital/Digital-for-Business.html>

The detailed description above relating to the Digital for Business programme are correct at the time of publication however are subject to change over the duration of the panel.

Functional Competences:

It is expected that the person approved as a LEO consultant will possess the following functional competences: -

- Good knowledge of broad issues facing Irish industry and services companies, particularly issues affecting the support and development of micro-enterprise
- Excellent administrative skills together with the ability to successfully organise and prioritise work
- Sound judgment as well as good communication
- Computer literate with knowledge of relevant applications including Word, Excel, PowerPoint and Outlook.
- Networking
- Mentoring / Coaching
 - Listen, advise and provide direction without judging
 - Supporting business, questioning and challenging them
 - Help the business owner identify problems and suggest areas for improvement
 - Discuss solutions and innovative ways of improving business activity
 - Help with the decision-making process
 - Share experience and knowledge
 - Provide structure and context for discussion
 - Offer assistance in developing business strategy & plans

Business knowledge of some/all of the following: -

- Leadership and management
- Business life-stages and growth strategies
- Finance for micro enterprise
- Attracting outside investment
- Targeted sales and marketing
- Expansion into new export markets
- Improved R & D, production and logistics
- Customs procedures
- Navigating the regulatory framework for micro enterprises
- Management succession
- Staff development and team building
- Intellectual Property
- Business sector specialists
- Local Enterprise Offices financial supports, programmes and activities
- State funded business supports

Experience/Qualifications

The consultant will possess some or all the following: -

- At least five years' experience working in/or with micro enterprise.
- Relevant managerial experience.
- Relevant experience working in an area where professional or technical skills may have been developed that are transferable to micro enterprise.
- Previous experience of delivering mentoring assignments to micro enterprise clients.
- Applicants for Digital for Business must provide evidence

Assignment Duration

The duration of each assignment will be decided by the Local Enterprise Office based on the terms of each individual programme and the needs of the client.

Planning phase will commence immediately following appointment of panels in May 2025. It is envisaged that projects will be delivered between 1st of May 2025 & 1st of May 2028. Please note awarding of assignments will be based on a best fit principle.

Delivery of the service can take place in the client's premises, online using video conferencing software such as Zoom, Microsoft Teams etc. or at a location agreed between the client and Consultant. the assignments should include a minimum of one on-site visit by the consultant (having regard for public health guidelines, government recommendations and advice from LEO Leitrim).

Reporting

The Consultant shall provide the Local Enterprise Office with a brief update on assignment progress as requested.

On completion of each assignment consultants are obliged to submit timesheets and a final report, in an agreed format, to the Local Enterprise Office.

Consultancy

The Consultant will provide service in accordance with the terms of this agreement for the clients selected by **Local Enterprise Office** Leitrim (hereinafter referred to as the LEO).

The proposal from the Consultant, together with any clarification(s), agreement(s) or other documentation relating thereto at any time prior to the completion of the assignment, including all costs agreed between the LEO and the Consultant shall be an integral part of the agreement.

The Consultant acknowledges that he/she will carry out the assignment in accordance with this agreement in a manner acceptable to the LEO.

The Consultant warrants that they are an independent contractor and agree that their role as a Consultant does not render them as an employee, consultant or agent of the LEO and they will not hold themselves out as such to any party.

The LEO may from time to time with the consent of the Consultant amend or vary the proposals, content or programme in writing. Such amendments and/or variations shall become part of this agreement and shall be binding on the parties thereto.

However, this agreement shall not be deemed or construed to be modified, amended, rescinded or waived in whole or in part except by written amendment by the parties hereto. For the avoidance of doubt, the term “written” shall include e-mails and similar electronic communications, but not information communicated verbally.

Access

The Consultant shall satisfactorily reply to any queries thereon submitted by the LEO, Enterprise Ireland, Department of Business, Enterprise and Innovation, the Comptroller and Auditor General and, where appropriate, the European Commission and the European Court of Auditors, in a manner which is deemed to be satisfactory by any or all such bodies.

Payment Claims

Consultancy Assignments

Please note the daily rate maximum is €900 (inclusive of travel and subsistence and all out-of-pocket expenses but exclusive of VAT).

This rate shall be fully inclusive of all expenses and no additional payment shall be made for expenses or costs incurred by the consultant in providing this service.

Payment will be on a pro-rata basis for any assignments consisting of less than one day.

Where applicable, payments shall be subject to Irish ‘Professional Services Withholding Tax’ at the prevailing rate (currently at 20%) as laid down by the Revenue Commissioners in Ireland. Non-residents may be able to reclaim such deducted Tax from the Office of the Revenue Commissioners in Ireland, International Claims Section located currently at Government Buildings, Nenagh, Co. Tipperary, Ireland (Tel: 353-1-6733533).

The LEO will pay the Consultant on the conclusion of the assignment/clinic and on receipt of a payment claim form and the submission of a satisfactory report. Subsistence will not be paid for consultancy assignments or clinics.

Freedom of Information/Confidentiality

The LEO undertakes to use its best endeavours to hold confidential any information provided by respondents, subject to its obligations under law, including the Freedom of Information Acts, 1997 and 2003.

Respondents who wish that any of the information supplied in their application or other correspondence should not be disclosed should identify this sensitive information clearly and specify the reason for its sensitivity.

The LEO will consult such respondents before deciding on disclosure of the information concerned on foot of any relevant Freedom of Information request which may be received. The LEO also requires that all information made available to the preferred Consultant in the course of this project be treated in strict confidence unless indicated otherwise in particular instances.

Equal Opportunities

The Consultant shall also ensure that neither he/she nor any of his/her agents shall commit any act that would constitute direct or indirect discrimination against any person on the grounds of sex, marital status, race, colour, creed, nationality or ethnic origin, religious beliefs, family status, sexual orientation, membership of the Traveller community, disability or any other ground that would constitute discrimination.

The Consultant shall agree to carry out any specific actions in relation to Equal Opportunities as may already form part of the consultancy proposal.

Consultant Appointments to Clients

The Consultant shall not during the appointment as Consultant, accept any appointment whether as director, consultant, agent or enter into any commercial arrangement whatsoever with a business while acting as a Consultant to that business. The consent in writing must be obtained from the Head of Enterprise in the case of any deviation from this condition. This condition shall continue to bind for a period of 12 months after the submission date of the final report. In the event that the LEO consents, then such consent shall be conditional upon resignation as a Consultant to that business with immediate effect.