



## **CALL FOR TENDER:**

### **Study on alternative financial models for public exhibition organizations**

The Arctic Centre at the University of Lapland seeks a consultant to conduct a study on alternative financial models for public exhibition organizations. Purpose is to identify and compare alternative financial and operational models which would decrease the dependency of exhibition organizations on public funding and that would allow them to keep fulfilling their public mission. The study includes the evaluation of possible required changes or adaptation at the structural and organizational levels depending on the organization's status.

#### **Contracting authority**

Contracting authority is the Arctic Centre at the University of Lapland. The Arctic Centre is an international center for multidisciplinary Arctic research and communication. It is part of the University of Lapland and is under the financial rules of Finnish universities. The Arctic Centre maintains a science centre that introduces visitors to Arctic nature, the peoples of the area and the results of Arctic research. The renewal of the permanent exhibition is in the planning stage. The Arctic Centre operates in the Arktikum building in Rovaniemi, Finland.

Arktikum also houses the exhibitions of the Provincial Museum of Lapland.

Arktikum-Service Ltd. is a service company responsible for the ticket office, museum shop, restaurant and conference services. Arktikum-Service Ltd. is contracted by the University of Lapland, the City of Rovaniemi and Real Estate Arctic Centre Ltd.

In 2019 Arktikum hosted 128 000 visitors. About 60% of the visitors come from abroad.

The Arctic Centre has project funding from the European Regional Development Fund for the period 1.8.2019 - 31.12.2020 assigned by the Regional Council of Lapland. The project will identify alternative financing models and business cooperation opportunities for public science centres as well as draw up a concept design plan for the new permanent exhibition of the Arktikum Science Centre. The study requested is part of this project.

#### **Object of acquisition**

The target of the acquisition is a comprehensive study on alternative financing models used in public exhibition organizations in Finland and elsewhere in Europe.

The challenging situation of museums and science centers in terms of public funding leads these organizations to find and develop other ways of being subsidized. The decrease of public subsidies also requires exhibition organizations to develop new strategies aiming at improving economically the use of the regular incomes. Ticket revenues and annual budgets can maintain exhibitions, but renewal and development require external funding.

Arktikum Science Centre serves as a case study being a public exhibition organization under the University of Lapland.



The study is expected to include:

- A survey of different financial models in use in other exhibition organizations, Finland and elsewhere in Europe, depending on their status (public, private, association, foundations etc.);
- Case study(ies) of public exhibition organization that have implemented new financial models;
- Examination of the requirements for public organization's organizational structure and operational model when implementing new financial models;

The financial model(s) to be considered are expected:

- To allow public exhibition organization to pursue their mission related to public services;
- To improve the regular and continuous development of their core activities and services;
- To minimize the risk of being too dependent on public subsidies;

The results of the study are public and serve not only the Arktikum Science Centre but also other public exhibition organizations. The research work is carried out in close cooperation with the customer. The work plan shall be jointly updated after the contract has been drawn up.

Preliminary work plan:

Part 1: Planning workshop. Conducting the study requires understanding of the current activities, organizational structure and funding model of the Arktikum Science Centre and the funding models of science centres in Finland in general. In the planning workshop these issues will be discussed in detail and the objectives of the study as well as work plan and time table will be specified.

Part 2: Preparing a comprehensive survey and written report of different financial models used in other exhibition organizations including case study(ies) of public exhibition organization that have implemented new financial models.

Part 3: Preparing a comprehensive survey and written report of different kind of requirements for public organizations when implementing new financial models, including a case study of the Arktikum Science Centre.

Part 4: Concluding workshop about the content, results and conclusions of the prepared study.

### **Procurement procedure**

The procurement is under the national threshold.

If none of the offers received complies with the call for tender as requested, the subscriber reserves the right not to select any offer. Tenderers will not be remunerated for their offer.

### **Eligibility of tenderers and minimum requirements**

The tenderer must have the technical and financial capacity to complete the commission. Taxes and statutory payments must be made.

The tenderer must provide the following information before signing the contract:

- Extract from the trade register
- Certificate of preliminary taxation



- Certificate showing that the company does not have tax debts or a certificate provided by an authority showing the amount of the tax debt.
- Certificates of employee's pension insurances taken out and of pension insurance premiums paid.
- Statement of the three last year turnover
- Certificates may not be more than three (3) months old from the date of acceptance of the tender.

### **Subcontractors**

The use of subcontractors is allowed.

### **Content of tenders**

The tender must include the following:

- Description of the company and CVs and portfolios of persons involved in the project.
- 3–5 references which contribute to the tenderer's ability to provide the service described in the invitation to tender. References may not be more than three (3) years old.
- Preliminary scheduled work plan.
- Total price of the service.

The offer must be valid for two (2) months from the closing date for submission of tenders.

The offer must be submitted in Finnish or English.

### **Provisional timetable**

The work will begin with a joint planning workshop after the signing of the agreement, estimated in May 2020. The study should be completed by the end of September 2020. A more detailed implementation schedule will be agreed during the first meeting.

### **Evaluation of tenders**

Evaluation process includes the following steps:

- Opening of tenders
- Verification of the eligibility of tenderers
- Verification of compliance with the invitation to tender
- Comparison of tenders
- Procurement decision
- Verification that the selected tenderer's taxes and statutory fees have been paid
- Notification of the decision
- Signing of the contract. The contract is only concluded by signing a written contract.

Grounds for exclusion:

- The eligibility and minimum requirements for the tenderer are not met.
- The offer does not comply with the invitation to tender.
- The tenderer has failed to pay taxes or statutory social security contributions.



- The company is bankrupt or is in debt restructuring program.

### **Selection criteria**

Comparison and selection criteria are

- Quality of references
- Experience in similar tasks
- Quality and viability of the work plan
- Total price

Tender with the best value for money will be awarded.

### **Publicity of tender documents**

The Act on the Openness of Government Activities (621/1999) regulates the disclosure of procurement documents. The tender documents will be made public once the contract has been concluded.

The sender of the offer shall state if the offer contains business or professional secrets and, if necessary, clearly indicate the information containing such secrets. Price is always public information. The client shall make the final decision on possible confidentiality.

### **Submission of tenders and additional information**

Binding tenders must be sent by April 29, 2020 at 4:00 pm to the email address [kirjaamo@ulapland.fi](mailto:kirjaamo@ulapland.fi)  
The email message field should include the heading "Tender: Arktikum Science Centre"

Tenders received after the deadline will not be considered.

Any additional questions during the call for tenders in Finnish or English to Chief Executive Producer Nicolas Gunslay [nicolas.gunslay@ulapland.fi](mailto:nicolas.gunslay@ulapland.fi) , +358 (0)40 735 7296 or Project coordinator Anne Raja-Hanhela [anne.raja-hanhela@ulapland.fi](mailto:anne.raja-hanhela@ulapland.fi) , +358 (0)400 391 337

### **Procurement contract**

The contract shall be drawn up two weeks after the decision. The contract is concluded when the contract documents have been signed. The contract will be signed between the Arctic Center at the University of Lapland and the selected tenderer.