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## Request for Proposals Business-Led Innovation Project Manager/Consultant

**Project  
Description  
and Purpose**

**Enterprise Saint John** invites your firm to submit a proposal to manage a project with the following key outcomes:

1. Working with local companies (including major industry), a minimum of 50 potential opportunities for investigation will be generated. These will be narrowed down to five opportunities (based on potential return on investment) to be addressed with external innovators and researchers.
2. Business cases will be developed for the five selected strategic opportunities, and companies will work with external researchers and innovators to address them.
3. Companies will develop and resource 5 proof-of-concept pilot projects with researchers and/or innovators and have them tested.
4. Through the evaluation of these five proof-of-concept pilots, it is expected that three will move to full-scale implementation in the company.
5. From these full-scale pilots, three new solutions will be commercialized and sold globally. We also anticipate the solutions will create a minimum of \$10,000 of new value for the companies through the adoption of these data-driven solutions.

The purpose of this project is to leverage the establishment of the Saint John Community Data Repository - an information and communications technology ecosystem that collects, exchanges and processes data - to create a new "Living Lab" for business innovation in Saint John. We will create a community where we can evaluate, assess, test and prove new integrative industrial internet technologies in a business environment using Saint John's cross-sector industry model to connect the right resources at the right time to solve significant operational challenges using operational data from our leading businesses.



## Background

Internet of Things (IoT) technologies are pushing the boundaries in human and technology interaction, creating new paradigms in every aspect of the human experience. The industrial environment, a complex interlaced structure of individuals, organizations, systems and resources, is the natural target for this emerging technological trend.

Saint John has a strong industrial base that is moving from a traditional to a new economy. Part of what can propel this evolution even faster is the utilization of the Industrial IoT applications and the development of new business models using data harvested from business operations. New Brunswick's innovation community can assist industry in realizing the full benefits of the Industrial IoT by understanding the opportunity areas industry wants to exploit, and how they can be addressed with data-driven solutions.

With industry opening its doors, and innovators accessing data to solve real problems and open up new opportunities, Saint John will become a global model city in which emerging Industrial IoT applications can be easily developed, tested and deployed by external innovators. The backdrop of this will be the city's business operations and infrastructure to provide a controlled environment where individuals, and businesses can develop and define the new economy.



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**Project  
Governance**

Enterprise Saint John owns this pilot project, in association with key industrial and information & communications technology (ICT) stakeholders. The project will be supported by Enterprise Saint John's Mark Breen, a trained facilitator in the use of Basadur Applied Creativity's *Simplexity* problem-solving methodology. It will also have the support of the Smart and Connected Community's team of advisors that includes a representative from Cisco and associated in-kind consulting resources. It will invite participation from private sector companies in both the industrial and ICT sectors. As part of the larger Smart and Connected Community Data Strategy, it will build off the community data infrastructure, and generate new data for the Saint John Community Data Repository.

The project will be managed day-to-day by the project manager chosen as the successful respondent to this RFP. As the project owner, Enterprise Saint John will be the first point of contact for the successful respondent and will make such decisions as are required according to the project plan and scope.

Any major decisions, including the approval of project plan and acceptance of deliverables will be reviewed with the key stakeholders and funding partners.

## Objectives

The objectives of this project are to achieve these outcomes:

1. Large traditional industries will become more competitive by utilizing new and existing data to uncover and address new opportunities.
2. Small and medium-sized enterprises (SMEs) and start-ups will grow through the development of new, exportable solutions to industry issues, challenges and opportunities.
3. Large traditional companies will develop a desire to look externally to innovators to help identify and address opportunities, creating a culture of innovation and cross-sector growth for the Province and long-term sustainability.
4. New data will be available for researchers and innovators to develop innovative solutions

**Constraints**

1) Time

The provisional project timeline is as follows. Respondents are expected to identify recommended milestones for completion of each Objective as part of the RFP response. Milestones will be adjusted as appropriate by Enterprise Saint John in consultation with the successful respondent. We expect that the duration of this project will be two years, as parts of the Phases identified below can run concurrently.

Please note that the technical implementation of the Smart and Connected Community Data Strategy mentioned above will be the responsibility of another project team, with which the successful respondent will be expected to coordinate closely on requirements related to this Business-Led Innovation project.

Discovery Phase	3 - 6 months
Resourcing Phase	3 – 6 months
Developing/Validating Phase	6 – 9 months
Implementing Phase	12+ months

2) Project Reporting

The successful respondent will be expected to meet with Enterprise Saint John on a monthly basis throughout the term of the project.

**Key Success  
Factors**

1. Demonstrated capability in project management, with successful track record in managing complex, multi-stakeholder projects on time and on budget.
2. Demonstrated capability in effective communications with both technical and non-technical project participants.
3. Demonstrated capability in business consulting and workshop facilitation to enable the discovery process of mining information about business processes and performance.
4. Demonstrated understanding of the framework, processes and activities that will support successful innovation between industry and innovators/researchers

**Selection Criteria**

The successful contractor will be determined based on the scoring rubric attached as Appendix A. Please note that determination of best value may not result in the lowest cost proposal being accepted.

**Please include the following information in your quotation:**

- All costs related to the above requested tasks and deliverables,
- Your company biography and track record with similar or related work, similar projects completed, references etc., knowledge of marketplace, key staff and resources to complete the work, your methodology for completing the work and your idea of deliverables including the final report. Resumes of those potentially working on this project should be included. Similar information should be provided for any sub-contracting companies you intend to use.
- Identify fixed and variable costs per participating company.
- Any administration expenses - faxes, mailings, telephone, etc. (Do not include costs of meeting rooms).



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- Please summarize cost information in a summary table.

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## Payment Schedule

You will be expected to submit invoices on a monthly basis for work performed and expenses incurred according to the project plan.

Payment will be made by cheque, typically within four weeks of receipt of the invoice. Please ensure your organization is setup to receive cheques from a Canadian organization (if international).

**Enterprise Saint John reserves the right to NOT award a contract as a result of this solicitation**

**Quotations are due Friday March 31, 2017 by 3:00 PM Atlantic Daylight Time (-3.00 GMT).**

Please e-mail all proposals directly to Mike Bacon, Enterprise Saint John ([mbacon@enterprisesj.com](mailto:mbacon@enterprisesj.com)). Questions for clarification should be directed to the same contact. Should questions or requests for clarification be received, the questions and their answers will be distributed to all those invited to respond to the RFP.



## Business-Led Innovation Project Manager & Consultant Evaluation Grid

RATED REQUIREMENTS (Maximum 100 points, Minimum 60 points)

<i>Criteria</i>	<i>Value</i>	<i>Score</i>
Awareness and knowledge of the information & communications technology sector, particularly with respect to the emerging concepts of 'Big Data' and the Internet of Things	10	
Demonstrated ability to create methodology required to achieve project outcomes	10	
Demonstrated capability in business consulting and workshop facilitation to enable the discovery process of mining information about business processes and performance	10	
Demonstrated understanding of the framework, processes and activities that will support successful innovation between industry and innovators/researchers	10	
Demonstrated ability to successfully present support the development of business cases	10	
<b><i>Quality of Proposal</i></b>		
Demonstrated understanding of the project, its objectives and metrics for evaluation	10	
Completeness and suitability of approach	5	
Resources available to firm and capacity to undertake project	10	
Practical and reasonable work plan and schedule	10	
Cost	10	
Additional value to be delivered in support of the project objectives	5	
<b>TOTAL</b>	<b>100</b>	

## Business-led innovation process

The business-led innovation process has four phases. In the table on the following page, each step of the process is listed and the lead organization identified. Enterprise Saint John will work with a team of partners to help facilitate the entire process.

During the Discovery Phase, Basadur Applied Creativity's **Simplexity** problem-solving process, that includes a step on problem-finding, will be used to help identify and define strategic problems to solve. Three staff members at Enterprise Saint John have been trained to facilitate this process. It is a world-recognized process developed by Dr. Min Basadur and used by global corporations to solve problems that lead to innovative results. (see Figure 2, below).

Figure 2: Simplexity Problem-Solving Process



<b>Step 1: The Discovery Phase</b>		
<b>Actions</b>	<b>Lead</b>	<b>Support</b>
✓ Identify industry champion	Industry	Enterprise Saint John
✓ Generate list of possible problems with team	Enterprise Saint John	Industry team
✓ Select best problem to solve based on ROI	Industry champion	Industry team
✓ Generate/evaluate key facts	Enterprise Saint John	Industry team
✓ Define problem	Enterprise Saint John	Industry team
✓ Confirm business case for solving problem	Industry champion	Enterprise Saint John
✓ Develop project requirements	Enterprise Saint John	Industry team
<b>Step 2: The Resourcing Phase</b>		
<b>Actions</b>	<b>Lead</b>	<b>Support</b>
✓ Identify required project resources and resourcing options	Enterprise Saint John	Industry champion
✓ Develop resource selection criteria	Industry champion	Enterprise Saint John
✓ Solicit interest from innovators and/or researchers	Enterprise Saint John	Tech Impact, UNB, ecosystem stakeholders
✓ Select external researchers and/or innovators for co-creation project	Industry champion	Tech Impact, UNB, ecosystem stakeholders
✓ Secure necessary financial resources	Enterprise Saint John	Industry, innovators, researchers, stakeholders
✓ Build co-creation agreement between stakeholders	Enterprise Saint John	Industry, innovators, researchers
✓ Develop financial and legal agreements	Industry champion and innovators	Researchers, legal and financial teams
✓ Develop project plan	Innovators and/or researchers	Industry champion, Enterprise Saint John
<b>Step 3: The Developing/Validating Phase</b>		
<b>Actions</b>	<b>Lead</b>	<b>Support</b>
✓ Design and develop minimum-viable-product solution	Innovators and/or researchers	Industry champion, ecosystem stakeholders,
✓ Launch proof-of-concept pilot project	Industry champion	Innovators and/or researchers
✓ Evaluate proof-of-concept pilot project and make necessary changes	Innovators and/or researchers	Industry champion, ecosystem stakeholders
✓ Launch full-scale pilot project	Industry champion	Innovators and/or researchers
✓ Support company in adopting the solution	Industry champion	Innovators and/or researchers
<b>Step 4: The Implementing Phase</b>		
<b>Actions</b>	<b>Lead</b>	<b>Support</b>
✓ Complete solution development for commercialization	Innovators and/or researchers	Industry champion, ecosystem stakeholders
✓ Prepare go-to-market strategy	Innovators	Industry champion, ecosystem stakeholders
✓ Seek external investment	Innovators	Industry champion, ecosystem stakeholders
✓ Sell solution	Innovators	Industry champion, ecosystem stakeholders