



TENDER ANNOUNCEMENT

1. General Information

Title of the tender: Business Incubators – Startup Launch Lab: From Idea to First Customers

Advertiser: TEUH - The European-Ukrainian Hub, IVÆKST ApS, Islands Brygge 39, 4. sal
København S, Denmark

Contact Person:

Veronika Rulli – Program Manager
E-mail: veronika@ivaekst.com
Phone: 5280-8657

Project Duration: February 2026 – December 2027

Deadline for submission of proposals: **17.07.2026 at 12.00 noon**

Please submit all questions in writing for the sake of documentation.

TEUH - The European Ukrainian Hub is a national entrepreneur project running from February 2026 - December 2027. Through this period of time, the goal is to educate and improve the entrepreneurial skills of more than 900 Ukrainians residing in Denmark.

2. Task Description

The European-Ukrainian Hub (TEUH) invites qualified suppliers to submit proposals for the design and delivery of **two online Business Incubator programmes** focusing on business idea validation, customer discovery, business modelling, and preparation for launching or growing a business in Denmark.



Danmarks

Erhvervsfremmebestyrelse



Virksomhedsudvikling
Danmark

IVÆKST



The supplier may apply for both Business Incubators.

The programmes will cover the same core curriculum and learning objectives.

Each Business Incubator shall consist of **six online workshops**, each lasting **three hours**, delivered once per week (or according to a schedule agreed with TEUH).

Proposed Modules

1. Vision, Values & Entrepreneurial Mindset

Developing a personal vision, entrepreneurial mindset, business motivation, and defining long-term goals.

The module should help participants understand why they want to build a business and what success means for them.

2. Customer Discovery & Value Proposition

Identifying target customers, validating customer needs, conducting market research, and developing a strong value proposition.

Participants interview potential customers and validate assumptions between workshops.

3. Business Model Validation

Building and testing a Business Model Canvas, validating assumptions, refining the business model, and developing an MVP.

Participants should continuously improve their business model based on real customer interviews.

4. Sales, Marketing & First Customers

Creating a marketing strategy, defining the ideal customer profile, generating leads, and acquiring first customers.

Participants should develop their first marketing and sales activities and collect feedback from real customers.

5. Strategy, Planning & Business Growth

Developing a business strategy, setting KPIs, financial planning, and creating an implementation roadmap.

Participants prepare an implementation plan for launching or growing their business.

6. Pitch Day

Final business presentations, jury evaluation, feedback, and recognition of outstanding participants.

The final structure and focus areas may be refined in collaboration with the selected supplier to ensure maximum relevance for participants.

Workshop requirements:

- Each session should last **3 hours**, combining theory, practical exercises, group work, and real-world application.
- The modules must be delivered in **Ukrainian language**.
- Every workshop must include interactive activities such as discussions, breakout rooms, peer feedback, practical exercises, case studies, business simulations, and collaborative work.
- The programme must follow a **Learning by Doing** methodology, where participants continuously validate their business ideas through practical implementation rather than theoretical exercises.
- After each workshop, participants must receive a practical assignment directly related to their own business idea.
- Participants should continuously improve their business concept based on customer interviews, mentor feedback, and peer reflection.
- Throughout the programme, participants should conduct customer discovery interviews and test their assumptions in the market.
- The supplier should provide short feedback on assignments during the following session or in written form.

- The supplier must prepare high-quality presentations, worksheets, templates, and learning materials for every module.
- The supplier is encouraged to use practical business tools such as Business Model Canvas, Value Proposition Canvas, Lean Canvas, Customer Persona templates, financial planning tools, and AI-powered productivity tools where relevant.
- All sessions must be recorded by the supplier.
- TEUH will provide participants with access to recordings after each workshop.
- Participants completing at least five workshops and submitting all assignments shall receive a certificate of completion.
- The programme will be delivered online via Zoom or Google Meet.
- Workshops should be delivered once per week or according to a schedule agreed with TEUH.

The supplier must ensure:

- Deliver a highly practical and interactive learning experience focused on entrepreneurship rather than lecture-based teaching.
- Encourage experimentation, customer validation, and continuous improvement throughout the programme.
- Support participants in developing real businesses instead of theoretical business plans.
- Create an engaging learning environment with peer learning, mentoring, discussions, teamwork, and reflection.
- Provide professional presentations, templates, worksheets, and downloadable materials.
- Monitor participant engagement and identify participants with high entrepreneurial potential.
- Deliver all recordings and learning materials to TEUH after every workshop.
- Ensure participants leave the programme with practical business tools and an actionable roadmap for launching or growing their business.

As a part of the promotion of the workshops and attracting participants, the supplier must ensure promotional support for the workshop by providing:

Record a short speaker video:

Duration: 30 - 90 seconds.

Format: Horizontal or vertical, suitable for social media (MP4, 1080p).

Content: Speaker introduction, program purpose, and call to action.

Deadline: At least 14 days before the first session.

Provide 3 social media post drafts (announcements/reminders) in text format:

Post 1 (announcement) – at least 10 days before program start.

Post 2 (reminder/update) – 5 days before first module.

Post 3 (reminder/update) – one day before first session.

Platforms: Facebook, Instagram or relevant social networks.

Posts must include the project name, purpose, DEM funding acknowledgment and visuals.

3. Supplier requirements

- Proven experience in designing and delivering business incubators, startup programmes, entrepreneurship training, or accelerator programmes.
- Strong expertise in entrepreneurship, business development, Lean Startup methodology, customer discovery, business modelling, and startup growth.
- Experience facilitating highly interactive online workshops using practical, participant-centred learning methods.
- Ability to guide participants through real-life business validation, customer interviews, and business model development.
- Experience working with Ukrainian entrepreneurs or multicultural audiences will be considered an advantage.
- Ability to provide practical templates, worksheets, presentations, and learning materials supporting participant progress throughout the programme.
- Willingness to co-create and adapt the programme in close coordination with TEUH.

Ownership of materials and recordings:

All intellectual property (presentations, recordings, handouts, and additional materials) developed within this project remains the sole property of TEUH. These materials may not be repurposed, shared, or distributed outside of the project scope without prior written consent from TEUH.

4. Evaluation criteria for proposals

Tender proposals will be evaluated based on the following criteria:

Quality and content of the training programme (60%)

The proposed programme should be well-structured, practical, and highly interactive. It should enable participants to validate business ideas, develop sustainable business models, identify target customers, test market assumptions, and prepare for launching or growing a business in Denmark. The programme should emphasize learning by doing, practical assignments, and real-world application.

Experience and qualifications of the supplier as a trainer (40%)

The supplier should demonstrate proven experience in delivering business incubators, entrepreneurship programmes, startup training, or accelerator programmes. Experience in business development, Lean Startup methodology, customer validation, and facilitating interactive online learning will be considered an advantage. Experience working with Ukrainian entrepreneurs or multicultural audiences is also an advantage.

Financial condition:

The maximum budget allocated for this tender is:

- **48,000 DKK (excluding VAT,)** for the delivery of **one Business Incubator**.
- **96,000 DKK (excluding VAT)** for the delivery of **both Business Incubators**.

Suppliers may submit a proposal for both Business Incubators. The financial proposal must clearly specify the price for each Business Incubator separately.

5. Submission conditions for the tender proposal

To participate in the tender, suppliers must submit a complete proposal that includes:

- A detailed description of the proposed **Business Incubator programme(s)**, including the educational approach, preliminary module plan, learning objectives, expected outcomes, practical assignments, and methodology for supporting participants in validating business ideas, developing business models, and preparing for business launch or growth.
- Trainer profile(s) demonstrating experience in entrepreneurship, startup development, business incubation, mentoring, or business advisory services. Please include qualifications, examples of previous programmes, and references (if available).
- A technical and organizational implementation plan describing how the supplier will manage live online sessions (via Zoom or Google Meet), ensure session quality and recording, provide learning materials and templates, monitor participant progress, and deliver feedback throughout the programme.
- Contact details of the person responsible for communication and coordination with TEUH, including full name, email, and phone number.

Proposal should be sent to e-mail: veronika@ivaekst.com

6. Payment terms:

- Payment will be processed within 30 days following the completion of the final module.

Deadline for submission: 17.07.2026