



REQUEST FOR PROPOSALS: **DEVELOPMENT AND DESIGN SERVICES IN SUPPORT OF THE** **FORMULATION OF A “STANDARDIZATION GAME” FOR YOUNG** **PROFESSIONALS**

We are ISO, the International Organization for Standardization, the world's largest developer of voluntary International Standards.

We believe that our success depends on high-quality standards that meet ongoing, emergent and urgent market needs. We publish more than 1500 International Standards every year and believe that our success will be best sustained through early engagement with the “next generation” of standards developers. By providing resources and tools that actively engage young professionals in standardization, we can demonstrate the importance of international standards in making lives better, easier and safer, and foster a greater sense of inclusion for the next generation of standardization experts that are critical for the sustainability of the decentralized and consensus-based ISO system.

The RFP contributes to the implementation of the ISO 2030 Strategy as part of the Sustainability (Diversity and Inclusion) Strategic Programme, and specifically to the Young Professional project. It is intended to support the development of an ISO-specific toolkit that will support ISO members and individual young professionals in making international standards development attractive and engaging for this “next generation” of standardizers. **The RFP envisions the delivery of an interactive and engaging standardization-centric game in a format suitable for face-to-face delivery in a diverse range of national and international contexts.**

Therefore, we would like to invite you to participate and respond to this Request for Proposal (RFP). The purpose of this RFP is to allow several qualified Consultants to submit their best proposals for this service.

Unless otherwise public, any information obtained through sanctioned discussions with ISO personnel pursuant to the preparation of your response must be treated as confidential and proprietary information of ISO. No contact should be made by your company to any of our suppliers.

Please provide comprehensive information to the attached questions by **11:59 CEST 22 May 2023** after which time further proposals will not be accepted without prior written agreement.

Should you have any questions, do not hesitate to contact me on the e-mail address provided in this document.

Yours sincerely,

Simon Taillard
Sustainability Project Manager
ISO Central Secretariat



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PART I – INSTRUCTIONS AND TERMS FOR SUBMITTING PROPOSALS

1 Format of your proposal

All proposals shall be submitted in English and be set out in three main parts:

- Part A: Response to the terms of reference (see Part II)
- Part B: Completed consultant profile – (see Part III)
- Part C: Financial Proposal (see Part IV)

2 Response to the terms of reference

The response submission shall contain the following in responding to the terms of reference:

2.1 Summary description

Summary description of your qualification, experience and technical skills with special focus on the knowledge and motivation on the subject matter;

2.2 Your proposal to the assignment covering:

- History of delivery of interactive game-based training and development materials in a variety of workplace settings, particularly with an international, technical, multi-stakeholder and / or multi-sectoral perspective
- Knowledge of workplace-centric interactive games in complex settings with strong underpinnings in university-level and young professional learning methodologies
- Knowledge and work experience related to game design and development within an international private, public and / or non-government organization context
- The game proposal, including the comprehensive proposed methodology and the extent to which ISO's requirements and expectations have been addressed
- Previous work experience or knowledge of standards and developing standards is desirable;

2.3 Conflict of Interest disclosure statement;

Please complete Part II- Consultant's response to the terms of reference.

ISO reserves the right to contact any persons listed in your past performance document in order to gain a better understanding of the supplier's past performance in delivering similar services to former clients.

3 Completed consultant profile

This part of the proposal submission should include a completed individual consultant form given in Part III – Consultant's profile. The consultant must confirm and indicate their availability to work on this project until the assignment is completed.

4 Financial Proposal

The Consultant must submit a financial proposal for the assignment. All prices should be expressed in Swiss Francs (CHF). The invoices shall be sent to ISO only after confirmation given in writing of acceptance of the deliverables and payment can be expected within 30 days of the receipt of the correctly detailed invoice. We are requesting the Consultant to submit a financial proposal based on



the estimated working days (see Part IV – Financial Proposal). ISO will assume that all provided costs are exhaustive and thus will not allow further costs to be introduced during contract negotiations, should the Consultant be selected.

5 Timeline for Proposals

Below is the timeline for the Request for Quotations process.

Activity	Due Date
RFP published	27 March 2023
Clarification calls with Consultants (as requested)	Week of 1 May 2023
Consultants return proposal	22 May 2023 11:59 CEST
Expected evaluation of proposals (including references)	Week of 9 June 2023
Interviews with short-listed applicants	Week of 26 June 2023
Expected selection of proposal	3 July 2023

These dates are a guide to the time frame expected for this project. Significant changes will be communicated accordingly.

6 Submission of Proposals

No officer, agent or employee of ISO is authorised to alter orally, any portion of these documents. During the period prior to the submission of information, any clarification or additions will be issued in the form of written addenda distributed by ISO. Information submitted shall be final and may not be altered by subsequent offers, discussions or commitments unless the respondent is requested to do so by the ISO Procurement Manager in written form.

Electronic format of all proposals must be received by **22 May 2023 11:59 CEST** by the Procurement Manager at tenders@iso.org, as one file attachment in Portable Document Format (PDF). The PDF file shall be named appropriately and must not exceed 10MB in size. Proposals not received by this time without prior written agreement will be disqualified.

To facilitate handling process, the “subject line” of the email **must contain** the following: “ISO/SU/2023 (Consultant’s name)”

These dates are a guide to the time frame expected for this project. Dates may change and the ISO Procurement Manager will advise of any changes.

7 CB clarifications, amendments and point of contact

Any query necessary for the preparation of the response must be addressed in writing by e-mail to the ISO Procurement Manager at tenders@iso.org and copying the Project Manager at the contact details below, or as otherwise directly notified by the ISO Procurement Manager.

Project Manager: Simon Taillard
Title: Project Manager, Sustainability
Address: Chemin du Blandonnet 8, Vernier, Geneva 1214 Switzerland
Email: Taillard@iso.org



The Consultant should direct any questions arising during the preparation of the response to this RFP, or requests for clarification, in writing by e-mail to the Project Manager and copying the ISO Procurement Manager.

We have planned for clarification calls the week of 1 May 2023. Please contact the Project Manager by 26 April 2023 to arrange timing.

Where appropriate, ISO reserves the right to circulate questions and the answers thereto to all other Consultants or post these publicly at www.iso.org, without disclosing the source of the questions or revealing the substance of a proposal.

8 Partial Responses

Partial proposals not meeting the requirements specified in this RFP will not be considered.

9 Validity

The content and pricing of the submission must remain valid for 6 months from the date of submission.

10 Evaluation Process and Criteria

Phase 1: Preliminary screening and requirements

The initial stage will examine whether the proposal submitters have provided all the required information and/or associated documents on a prima facie basis. The preliminary examination shall be on a pass/fail basis.

Phase 2: Evaluation criteria

In evaluating the complete proposals received, ISO will seek the most appropriate offer based on the following weighted criteria. The evaluation will be based on a scoring system as shown in the table below.

Table 1: rating in points

Evaluation →	Does not meet	Marginal	Passible	Satisfactory	Good	Exceptional
Percentage of the maximum score of the related criteria	0%	25%	40%	60%	75%	100%



Table 2: evaluation criteria

EVALUATION OF BIDS - CRITERIA: <i>The elements listed below are intended to help guide the evaluation of bids submitted.</i>		Maximum score
a) Qualification and technical expertise: the extent to which the Consultant has the necessary education, training and technical knowledge and expertise		30
2	Excellent knowledge of workplace-centric interactive games in complex settings with strong underpinnings in university-level and young professional learning methodologies	15
3	History of delivery of interactive game-based training and development materials in a variety of workplace settings, particularly with an international, technical, multi-stakeholder and / or multi-sectoral perspective	10
4	Excellent written and oral communication skills, ability to work with a remote team in an international cross-cultural context and deal with people of different cultures.	5
b) Experience in the type of work required: the extent to which the Consultant has the necessary experience in similar context		25
5	Proven experience in engaging with advising international private, public and / or non-government organizations on interactive game-based training and development tools	15
6	Experience in working with international member-based organizations. Knowledge and work experience in standardization activities would be a plus.	5
7	References of previous successful advisory projects highly desired	5
c) Compliance to requirements/adequacy of proposed approach: the extent to which the proposal demonstrates a clear understanding of, and responsiveness to, the nature of the work being undertaken and the environment in which work must be performed		35
8	The quality of the overall proposal, including the comprehensive proposed methodology and the extent to which ISO's requirements and expectations have been addressed	10
9	The proposed timeframe and recommended person-days for the assignment (see timeline in section 2.1.2)	5
10	The quality of the initial (one) creative proposal for the standardization-centric "game"	20
d) Financial proposal:		10
11	Overall cost of the proposal, including the clarity and completeness of the pricing mechanism	10
TOTAL		100

Phase 3: Interviews

The top three (3) Suppliers who have the top scoring preliminary criteria, will be **required** to attend an interview. During the interview, the supplier will be required to give a short presentation of their initial (one) creative proposal for the standardization-centric "game", and to answer any questions or provide clarification to the Procurement Team for the purpose of scoring against the evaluation criteria.

Pre-award Review and Validation

The evaluation committee as led by the Project Manager will score each proposal. The ISO Procurement Manager shall ensure the validation of compliance to the [ISO Procurement Policy](#) in this RFP process leading to the selection of the successful Consultant.



11 Health and Safety

The Consultant is expected to follow legislative health and safety directives, as dictated by the appropriate country.

12 General Conditions

By submitting a proposal, the Consultant agrees to all conditions and terms stated in this RFP. If the Consultant does not agree with particular terms, such terms must be discussed in detail with the ISO Procurement Manager before a proposal is submitted.

The working language for all communications is English.

Except for this RFP and otherwise public information, information or communications obtained in relation to this RFP (including clarification calls) may not be released without the express written consent of ISO.

By responding to this RFP, applicants agree that the decision of ISO is final and binding, including any decision to withdraw this RFP or disqualify any proposal. ISO shall not in any way be responsible for any costs incurred in the preparation and presentation of the Consultant's information.

ISO reserves the right to negotiate all terms and conditions in order to enter a formal contract with the Consultant, including regarding ultimate pricing. The ultimate decision regarding the awarding of a bid is subject to said negotiation. Inability to accept any required contractual term from ISO can result in disqualification of a proposal, without regard to any prior communication, shortlisting or process. This RFP document, the Consultant's response and written addenda may form part of the contract.

ISO is not bound to give any reason for rejecting any responses or part thereof.

Unsolicited telephone calls or visits to ISO or ISO staff during the RFP process to obtain proposal status information are prohibited and may result in the Consultant being disqualified from the application process. News releases pertaining to this RFP or the award of any contract related to this RFP may not be made without the prior written permission of ISO.

All work and materials shall comply with all applicable provincial and federal laws, municipal ordinances, regulations, applicable building leases, and directions of inspectors appointed by proper authorities having jurisdiction. Where proof of certifications are required by ISO, the Consultant shall make all such certificates available for inspection.

The Consultant shall at all times act impartially and shall refrain from any relationship which would compromise its independence or that of its personnel. If the Consultant fails to maintain independence, ISO on the basis of its sole discretion reserves the right immediately disqualify the application. The Consultant shall include a conflict-of-interest statement in its proposal.

13 Disclaimer

This RFP and its attachments contain all information the Consultant may require preparing a proposal as requested by ISO.



The acceptance of a submission to this RFP is not to be construed as representing or creating any binding obligation on ISO to enter into any legal commitment whatsoever. Furthermore, in responding to this RFP, the Consultant is deemed to specifically acknowledge the following:

Notwithstanding any representation by or on behalf of ISO or any estimate of quantities by ISO shown in this RFP or otherwise given to the Consultant (now or in the future) ISO shall be under no obligation to purchase any particular quantity of products or services, except as otherwise formally agreed in with written and signed contractual agreement.

The Consultant places no reliance on any such representation or estimates and will place no reliance upon any future representation or estimate that may be provided unless that representation or estimate is noted in the written and signed contractual agreement.

ISO shall have no liability to the Consultant whether in contract, tort or otherwise with respect to the giving of any such representation or estimate.

14 Confidentiality

Unless otherwise public, all information disclosed in connection with this RFP is confidential and the property of ISO. This information must only be released to the personnel of the Consultant to whom release is required in order to prepare a response to this RFP.



Part II: Terms of Reference

1 Background Information - ISO

ISO (International Organization for Standardization) is the world's largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective. Developed through global consensus, they help to break down barriers to international trade.

ISO was founded in 1947, and since then have published more than 24 600 International Standards covering almost all aspects of technology and business. From food safety to computers, and agriculture to healthcare, ISO International Standards impact all our lives.

Today ISO is a non-profit membership organization with members from 167 countries and thousands of technical bodies to take care of standard development. For more detailed information on our organisation, including a description of our key projects and an organisation chart, please visit our website: www.iso.org

2 Project Description and Requirements

2.1 Problem Description

New technologies, changing customer expectations and the need to develop solutions to address urgent global challenges are putting pressure on ISO to adapt and accelerate its processes. Timeliness is key – ISO must get standards to market quickly, but without compromising the quality of its standards, the rigor of its consensus-based processes or the engagement of the experts from across stakeholder groups that develop standards. The ISO system encompasses a vast network of over 100,000 experts working through more than 250 active technical committees.

The issue of how to attract young people, or the “next generation”, to ISO’s international standardization work has been actively discussed in ISO since at least 2013. There is broad consensus among ISO Members that this should be an important strategic topic for the Organization. This is now reflected in the draft ISO Strategy 2030 which has as one of its three goals “All voices heard” and as one of its six priorities “Advance diversity in the ISO system”. Several active initiatives within this space include:

- Use of ISO’s social media and innovative approaches on ISO.org to create a brand, and brand values, attractive to young people.
- IT projects looking at piloting new IT tools in the standards development process to create a process more appealing to digital natives
- Exploring online learning systems to improve our training infrastructure, which could eventually host materials to educate young people about standardization and the ISO system.
- Engaging with researchers and academic institutions; reaching out to teachers and students of standardization and contributing to efforts around education about standardization, for example via the [UNIGE Masters course](#), UNECE WP6, WSC Academic Day or the International Cooperation on Education about Standardization (ICES).
- Developing new awards aimed at the next generation (e.g. the “Next Generation Award”).

Several ISO members have argued that “standardization education” is not prioritized in a similar fashion as political and economic education. As international standards represent an “invisible



infrastructure” of quality that many take for granted, there direct visibility in day-to-day life is less prominent than political, economic and social forces, but remains critically important in making lives easier, safer and better.

In 2020, interviews with ISO members in all global regions pointed to a broad-based need to attract a new generation of experts to the ISO system. In response, many ISO members are pursuing national initiatives to engage with young professionals in their respective economies. Several pursue close partnerships with local academic institutions, offering standardization education and research opportunities. Others work closely with key employers, encouraging them to provide opportunities to participate in standards development work. Many members maintain an active social media presence across all major platforms.

2.2 Goal and Objectives

Among its six strategic priorities, the ISO 2030 Strategy prioritizes **increasing diversity and inclusivity in the ISO system** and **strengthening ISO members through capacity building**. A strategic programme – **Young Professionals Programme** – was established in 2022 as part of the 2030 Strategy, following an extensive ideation and ISO member engagement process. The programme is designed to increase the engagement of the “next generation” of standards experts (age 35 years or younger), lay the foundations for the standards developers of the future.

Based on the positive feedback from the ISO technical community, the international young professionals programme will be largely premised on a digital solution, encompassing (1) a dedicated space on the ISO webpage feature ISO members’ young professional initiatives and programmes, as well as case studies, articles, testimonials and interviews from young professionals, and (2) The ISO Young Professionals’ Toolkit (YPT) will include a repository of materials developed by ISO and other ISO members for the purpose of attracting and/retaining young professionals.

It is expected that the **Young Professionals** project will provide education, capacity building, international exposure, networking, and leadership opportunities to young professionals within their national stakeholder networks to contribute to international standardization efforts

2.2.1 Standardization Game

One of the flagship activities under the Young Professionals Programme will be the development of a standardization-centric game, premised on a simulation of one or more aspects of the ISO standardization environment, according to a value proposition / engagement developed by the Consultant and chosen by ISO, in consultation with members. **This game is the subject of this Request for Proposals.**

2.2.2 Purpose of the RFP

The purpose of the Request for Proposals (RFP) is to enter into an Agreement with a qualified Game Developer (the “Consultant”) to carry out the following assignment further described below, within the framework of the Young Professionals project.

Bidders are requested to propose the best and most cost-effective solution to meet ISO’s requirements, while ensuring a high-quality output.

2.3 Scope and Service Requirements

The Consultant will provide a framework for an interactive standardization-centric game to ISO for consideration and acceptance. The scope of services is the development of an interactive game designed to engage participants within the young professional demographic (age 25 – 35). The



game is intended to offer an engaging, informative and participatory immersion into the ISO standards development process, the role and importance of standards in everyday life, and how standards contribute to sustainable development and the UN Sustainable Development Goals (SDGs).

More specifically, the Consultant will provide a comprehensive end-to-end solution tailored to the ISO context, including:

- A. Transformation of contextual information and perspective provided by ISO to develop a proposal of one (1) value proposition for a standardization-centric game.
- B. Broad outline of the Game overview, objectives, the rules, and game flow.

The Consultant should assume a participant audience ranging from 5 to 10 individuals, but also with the possibility that multiple groups/sessions could take place at the same time.

Consultants should assume a general preference towards a face-to-face delivery format, with a flexibility for conversion to a suitable e-learning version.

2.3.1 Documents for Game Proposal

In considering the game proposal, the Consultant should review the Foresight Framework to identify potential themes for the game that would engage the target demographic. [the ISO Standardization Foresight Framework – Trend Report 2022](#). The Consultant should also review the below documents and links:

[ISO 2030 Strategy](#)

[ISO Annual Reports](#)

[ISO Action Plan for Developing Countries](#)

[Good Standardization Practices \(GSP\)](#)

[ISO Code of Conduct](#)

[ISO/IEC Directives, Part 1](#)

[My ISO Job](#)

2.3.2 Expected outcome

Upon completion of the mandate, we expect the ISO and ISO members will be positioned to generate interest and excitement for engagement in international standardization among young professionals within their national contexts and eventual uptake of ISO roles in standardization.

2.4 Deliverables and timeline for implementation

Upon selection of the winning supplier, the following detailed deliverables and their timeframe are indicated below:

Table 3: Timeline for implementation

Phase	Description	Timeframe	Details
1	Consultation on key ISO standards, future areas for standardization	Within 3 months of contract signature	<ul style="list-style-type: none"> - Review of background documentation on ISO standards development; - Review previous interviews with ISO members, as provided by ISO; - Propose three value / engagement propositions for a standardization-centric game for review and selection by ISO of the final (1) option;
2	Draft 1: Development of game overview, purpose, and objectives	Within 5 months of contract signature	Based on the selection by ISO, build the outline of proposed game, develop main parameters, including objectives, play parameters, etc.
3	Draft 2: Development of detailed game storyboard	Within 8 months of contract signature	<ul style="list-style-type: none"> - Detailed outline of proposed game, describing the end-to-end play, user roles in play, user instructions, facilitator instructions - Alpha test by ISO
4	Draft 3: Development of game tools and content	Within 11 months of contract signature	<ul style="list-style-type: none"> - Development of complete game content, including for example, game board, game rules, user notes, facilitator notes, discussion materials, exercise sheets, etc., - Beta test by ISO
5	Final delivery of the product	Within 13 months of contract signature	Final delivery of the product, including printing of any materials in a format agreed upon with ISO

2.4.1 Target audience

A wide range of young professionals, both in the workforce and in the academy, from across diverse geographies and levels of socio-economic development is foreseen as the audience for this interactive standardization game.

Interviews with a diversity of ISO members have pointed to an audience that is generally between the ages of 25 and 35, strongly engaged with emergent global social, economic and environmental challenges, adapt at the use of technology and social media and strongly interested by international networking and engagement opportunities.

3 Location

The location of the work is Geneva, Switzerland. While the work may be undertaken on a remote basis, the Consultant shall be available for consultations with ISO staff during normal business hours in Geneva.

4 Legal

Please note that applicants are not permitted to use or display the trademarked ISO logo, during or after the RFP process without express permission from ISO. Consultants will be expected to demonstrate their compliance with Swiss data protection laws.



Part III - Consultant Profile Form

Please provide comprehensive responses to all questions in this section.

1 Consultant's Profile

The following items are necessary to provide in the proposal.

1.1 History *(Not to exceed 1 page)*

- Date and place founded
- Short history of your company, general presentation
- Headquarters and other key locations
- Brief description of any corporate policies or initiatives in place addressing corporate social responsibility (ethics, environment, sustainability, anti-corruption, diversity, or gender equality);

1.2 Business Continuity *(Not to exceed 1 page)*

Please provide details of the Business Continuity Planning process you have in place. You may wish to include corporately developed documentation and brochures on the subject. Indicate whether you have ever invoked the Business Continuity Plan.

1.3 Company Ownership *(Not to exceed 1 page)*

Is your company publicly traded? If privately held, list the name(s) of all significant stakeholder(s)/owner(s). Is your company women-owned, operated, or managed? Please provide key organizational figures, disaggregated by gender and position.

1.4 Bankruptcy *(Not to exceed 1 page)*

Has the company ever filed for bankruptcy? If yes, explain in detail the reasons why, the filing date and the current status.

2 Experience and Resources within Project Area

The following items are necessary to provide in the proposal.

2.1 Major projects *(not to exceed two pages per project)*

The Supplier shall describe three previous projects similar to the scope of this RFP that the company has delivered for other customers including:

- Explain why those projects are relevant to the scope of this RFP
- Detail major issues or problems that may have occurred and how they were resolved.
- Detail when those projects were delivered.

2.2 Specific skills and Technical Know How

List any specific skills you have in the area relative to the scope of this RFP. Refer to *Table 2* of this RFP.

2.3 Knowledge of ISO and ISO Members *(Not to exceed 1 page)*

- Describe any previous experience with ISO and ISO Members. Provide contact person(s) and location.



- Are any of the employees in your organization related, either personally or professionally, to a person currently employed by ISO or its members?
- To the best of your knowledge, was any ISO employee or contractor previously employed by your organization?

2.4 References (*Not to exceed 1 page total*)

Provide 3 relevant current or past client references with:

- Project short description
- Company name
- Location
- Contact person, position, and email or phone

Please note that references provided above may be directly contacted by ISO before and during the evaluation phase of this proposal.

2.5 Additional relevant information

Provide any additional information on your company, which you believe is useful for ISO to know in the context of this project.

3 Proposal Description & Project Specific Questions

Please describe in a maximum of ten pages your understanding of this project and what you will be delivering (**Not to exceed 10 pages**).

- In scope items, deliverables: describe the services you intend to provide as part of this project and match with our requirements
- Out of scope items: describe all items or requirements of this RFP that you will not address
- ISO involvement, deliverables: describe what you need from ISO in order to perform successfully
- Project management, approach: describe how you will manage this engagement and the project management methodology used.
- Implementation plan: describe your implementation plan and timeline for this project
- Resources, roles and responsibilities
- Overall lead-times
- Services Performance Metrics: If applicable, describe some performance metrics that will be used to measure performance of the contract in the future. If this will include a performance scorecard, provide details.
- List electronic systems you will grant ISO access to, if applicable, and on what terms.
- Additional services: describe additional services or improvement you might provide in the future related to this project.
- Identify the IP ownership of the game content, visuals, etc. (e.g. Supplier vs. ISO).



Part IV: Financial Proposal

Project Financials

The proposed charging mechanism must:

- incentivise the Consultant both to reduce costs and to improve performance
- be simple to administer and monitor
- reduce processing costs involved

All prices should be expressed in Swiss Francs. Recurring expenses should be shown monthly.

The Financial Proposal must be submitted using the below template.

Financial Proposal Template

Item	Rate per Day (CHF)	# of Working Days	Total (CHF)
Phase 1:			
Consultation on key ISO standards, future areas for standardization			
Review of background documentation on ISO standards development, review previous interviews with ISO members,			
Propose three value / engagement propositions for a standardization-centric game for review and selection by ISO of the final (1) option			
Sub-total			
Phase 2:			
Development of game overview, purpose and objectives			
Based on the selection by ISO, build the outline of proposed game, develop main parameters, including objectives, play parameters, etc.			
Sub-total			
Phase 3:			
Development of detailed game storyboard			
Detailed outline of proposed game, describing the end-to-end play, user roles in play, user instructions, facilitator instructions			
Revision of the proposed game, based on the alpha test by ISO			
Sub-total			
Phase 4:			
Development of game tools and content			
Development of complete game content, including for example, game board, game rules, user notes,			



facilitator notes, discussion materials, exercise sheets, etc.,			
Revision of the proposed game, based on the best test by ISO			
Sub-total			
Phase 5: Final Delivery			
Final delivery of the product, including printing of any materials in a format agreed upon with ISO			
Sub-total			
Additional cost			
Any additional cost items (e.g. overhead, monthly expenses, etc).			
Sub-total			
TOTAL PROPOSAL COSTS (CHF)			

The all-inclusive daily rate must include all cost components of the assignment, including professional fees, insurances (medical, life), communication costs, electronics, taxes, etc.

ISO will assume that all provided costs are exhaustive and thus will not allow further costs to be introduced during contract negotiations, should you be selected.

The payment will be paid in the following instalments:

- Payment 1: upon completion, and approval by ISO, of Phase 1
- Payment 2: upon completion, and approval by ISO, of Phase 3
- Payment 3: upon completion, and approval by ISO, of Phase 5

Invoice will be paid only upon ISO confirmation in writing of acceptance of the invoice and deliverables, and payment can be expected within 30 days of the receipt of the correctly detailed invoice. **Please confirm your agreement with those terms in your financial proposal.**