

**REQUEST FOR PROPOSAL (RFP) FOR CONSULTANCY SERVICES FOR  
STRATEGY DEVELOPMENT & IMPLEMENTATION SUPPORT**

**Key Information on the RFP Response Submission**

<b>Sl no</b>	<b>Particulars</b>	<b>Timeline</b>
1	RFP Issuance Date	March 28,2016
2	RFP Co-ordinator	Ms Charu Desai
	Telephone	022-66572787
	Email id	<a href="mailto:cdesai@sicomindia.com">cdesai@sicomindia.com</a>
	Address for Proposal  Submission	Solitaire Corporate Park, Building No.4, 5th Floor, Guru Hargovindji Road, Chakala, Andheri(E),Mumbai-400 093.
3	Last Date of Written request for Clarifications Before the Pre-bid Meeting	11 <sup>th</sup> April 2016 @ 4 pm
4	Pre-bid Meeting	At 18 <sup>th</sup> April 2016 @ 4 pm Solitaire Corporate Park, Building No.4, 5th Floor, Guru Hargovindji Road, Chakala, Andheri(E),Mumbai-400 093.
5	Last Date of Submission of RFP Response (Closing Date)	25 <sup>th</sup> April 2016 @ 2 pm
6	Eligibility Cum Technical Proposal Opening Date	25 <sup>th</sup> April 2016 @ 3 pm

7	Application Money	INR25,000/-(Rupees Twenty Five Thousand only)
8	Proposal Security (Earnest Money Deposit)	INR10,00,000/- (Rupees Ten Lakhs only)

## ELIGIBILITY CRITERIA

Sl. No.	Details	Support Documents to be Submitted
1	The Consulting Firm should be a Government Organisation / Public Sector Company/Private Limited company registered or Incorporated in India. It should not be Individual / Proprietary Firm/ HUF etc.	Certified copy of the Certificate of Incorporation issued by the Registrar of Companies and Certificate of Commencement of business issued by the Registrar of Companies (For Public Limited Company).
2	The Consulting Firm must have a minimum 10 years of experience in advising Indian NBFCs /Banks on matters including Strategy, Business Process Reengineering, Organisational Transformation and Technology Architecture Design covering the entire NBFC/Bank, of which at least one such assignment should be in the past 2 years	Client references from at least one NBFC/Bank clearly indicating the Scope of assignment as specified and duration of the assignment.
3	The Consulting firm should have successfully concluded a minimum of three Programmes in large NBFCs/Bank (having networth of Rs.500 crs and above) in India on a long term basis (more than 9 months) on the areas mentioned above in point no.2 in the last	Client references from organizations clearly indicating the scope of assignment and duration of assignment / Purchase Order details.

	10 years. They should have done at least one program on Strategy, Business Process review or Organisational Transformation in India in the past 2 years	
4	The Consulting firm should have in-house capability to take up assignment on their own but not through any associates. Consortium Bids will not be accepted by the SICOM	Undertaking Letter
5	Declaration / self-affidavit by the bidding firms as to their technical suitability	On the Company Letter head
6	The Bidder should be a profit making company/firm during at least 2 out of the immediate three consecutive financial years (2012-13, 2013-14, 2014-15)	Certified copies of Audited Financial Statements (and Annual Reports, if applicable) for the last three financial years. (Also furnish the information in Annexure-O)
7	The Bidder should have an average turnover of INR 125 crores for the last three financial years and average networth of INR 50 crs in last financial year and experience with large NBFCs or large Banks	Certified copies of Audited Financial Statements or certificate from Auditors providing the turnover details for the last three years. (Also furnish the information in Annexure-O)
8	The Bidder should not have been black listed by any Government/ Financial Institutions/NBFCs/ Government/ Semi-Government departments/PSUs in India	A self-declaration by the Bidder on Company's letter head.
9	The Bidder's Firm should not be owned or controlled by any Director or Employee (or Relatives) of SICOM	A self-declaration by the Bidder on Company's letter head.

## **Project Scope**

SICOM seeks to appoint a competent Consultant to assist SICOM in developing the overall strategy for SICOM (in the short, medium and long term) and implementation support. The work in this programme will focus across SICOM and its subsidiaries, and should address potential new opportunities such as Digitization, Analytics, lending to SMEs through e-commerce platforms etc as well as conduct assessment of its core business opportunities and working towards a holistic operating model review. The objective of the exercise is to work with SICOM's internal team to significantly enhance the performance trajectory of SICOM along with its wholly owned subsidiaries and businesses.

The scope of this assignment comprises two phases as described below.

### ***Phase 1: Strategy Development (2 months)***

1. Develop a comprehensive business strategy for SICOM
2. Develop a portfolio strategy covering the various segments in which SICOM can operate, including target customers, industries, product range etc. The product lines be so developed that in any phase of the business cycle, SICOM would reap the benefits from one product line or another.
3. Identify key points of differentiation /value proposition to be offered to target customer segments
4. Identify key areas of partnerships that SICOM could forge to build a sustainable NBFC business
5. Develop a five year business plan for SICOM which includes financial projections on revenues, profits, investment requirements and potential shareholder return/ value creation.
6. Develop a detailed risk management framework which would have underwriting and credit scoring strategy.
7. Detailed monitoring and collections strategy and processes
8. Develop a Detailed Recovery and NPA management strategy
9. Define a granular portfolio of initiatives which would include Quick Wins, Near term initiatives and long term initiatives.
10. Develop HR Strategy in line with the business strategy. Define the Organisation structure and the incentive structures. Build talent management systems as well as processions for learning and development.

- 11 Develop various cost effective avenues through which SICOM can raise monies and its dependency on Bank lines and PSU deposits be reduced.

### ***Phase 2: SICOMwide Implementation Support (10 months)***

Phase 2 covers implementation of the strategy as defined and approved by SICOM in Phase 1 of this assignment, across entire SICOM.

Kindly note that SICOM reserves the right to appoint the consultant for one, or more, or all the phases at the sole discretion of SICOM.

### **Timeframe of the assignment:**

The expected project duration for this assignment will be as below:

Phase 1: 2 months:- Strategy Formulation

Phase 2: For a period upto 10 months post completion of Phase 1. :- Implementation of the strategy focusing on quick wins and near term initiatives ; Initiation of the implementation of the long term initiatives.

SICOM reserves the right to reduce or extend the stipulated timeframe of 10 for full roll out of the implementation of long term initiatives mentioned above for Phase 2, for an additional period of up to 12 months at the sole discretion of SICOM.

### **Deliverables and timelines :**

1. Business Strategy (2 months)
  - a) Submission of proposed recommendations
  - b) Alignment of Management team with proposed recommendations
2. Operating model design (3 months)
  - a) Complete blue printing of operating model across all elements for selected opportunities
  - b) Design pilot program
  - c) Portfolio of initiatives and phasing
3. Implementation of quick wins and pilot of near term initiatives ( 3 months)
4. Roll out of near term initiatives and pilot of long term initiatives (4 months)

### **Technical Proposal evaluation criteria**

A presentation before the selection committee of SICOM is to be made by the Management Consultancy firms on the understanding of the key challenges before SICOM, proposed Methodology and Approach to be adopted, time frame for implementation of activities in SICOM

and proposed team. The technical capabilities and competence of the Management Consultancy firm should be clearly reflected in the presentation.

Based on the details submitted by the Management Consultancy firms in the Technical Proposal and the presentation made by them before the Selection Committee of SICOM, the Technical Evaluation of the eligible Management Consultancy firms will be carried out as furnished below:

<b>Overall criteria</b>	<b>Weight-age</b>
Experience of the working in Indian NBFC sector on Business Strategy Development, Organization Design, and other business transformation related areas and experience in Implementation of all of the above	25%
Evidence of deep domain knowledge of NBFCs/Banks/Financial Services and appreciation of its strategic context in terms of understanding products/businesses relevant to SICOM.	10%
Approach, Work Plan & Methodology	35%
Suitability of Key Resources	30%

The entire RFP document would be forwarded to Consultancy firm on receipt of application money.