

**Amendment No.1 Dated 22<sup>nd</sup> January 2016 to Tender No. MMTC/26/CP/Strategic study II /2015-16****[Reply to Bidder's Queries]**

Sr. No.	Bidding Document			Subject	Bidder's query	Owner's Reply
	Part / Volume	Page No	Clause No			
1	6. Phase-wise scope of work and deliverables	6	6	Phase-1: Opportunity identification and selection <i>(Time line for this phase is 4 weeks)</i>  <b>Scope of work (for reference):</b> Mapping of core competency w.r.t. market, assessment of industry outlook for MMTC business, assessment of investment requirement, listing of new opportunities for expansion, new business opportunities of 15-20, and recommendation of final portfolio of 5-6 opportunities etc.	We request you to increase the timeline for Phase -1 to <b>8 weeks</b> from current 4 weeks.  <b>Rationale:</b>  Timeline of 4 weeks mentioned may not be sufficient to cover scope of work which is vast enough to cover different segments, markets, industries etc. as per requirement.	Revised Time line for Phase 1 is <b>6 weeks</b>
2	6. Phase-wise scope of work and deliverables	6	6	Phase-1: Opportunity identification and selection <b>Scope of Work</b>	We assume that MMTC shall provide necessary information / documents / studies (whichever is not available in public domain) which are relevant to the scope of work and shall be helpful in analysis of existing business performance and future outlook.	MMTC's internal policies related to trade would be made available to the successful bidder on demand.

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3	6. Phase-wise scope of work and deliverables	6	6	Phase-1: Opportunity identification and selection <b>Scope of Work</b>	From the scope of work, we assume the assessment of new opportunities shall be limited to India and African Countries only. Please clarify.	MMTC is an International trading house and new opportunity in areas other than India / African Countries are desirable.
4	6. Phase-wise scope of work and deliverables	7	6	Phase-2: Strategy and business plan formulation for qualified opportunities  <b>(Time line for this phase is 4 weeks)</b>	We request you to increase the timeline for Phase -2 to 8 weeks from current 4 weeks.  <b>Rationale:</b>  Timeline of 4 weeks mentioned may not be sufficient to cover scope of work which is vast enough to cover entry strategy, capability acquisition map and five year business plan etc. as per requirement.  <b>Scope of work Phase II:</b> Entry strategy, formulation of strategy for final 5-6 opportunities to cover various aspects, identification of critical capability gaps, capability acquisition map, preparation of detailed business plan/scenarios etc.	Revised Time line for Phase 2 is <b>8 weeks</b>

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5	6. Phase-wise scope of work and deliverables	8	6	<p>Phase-3: Target operating model</p> <p><i>(Time line for this phase is 6 weeks)</i></p>	<p>We request you to increase the timeline for Phase -3 to <b>8 weeks</b> from current 6 weeks.</p> <p><b>Rationale:</b></p> <p>Timeline of 6 weeks mentioned may not be sufficient to cover scope of work which is vast enough to cover operating models, report on deployment of unutilised resources and implementation plan etc. as per requirement.</p> <p><b>Scope of work Phase III:</b> Detailing of various aspects of target operating model, Identification of unutilized resources/assets, suggestions related to deployment in new opportunities, development of implementation plan etc.</p>	<p>No Change in time line for Phase 3</p>
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6	31. Evaluation of unpriced technical bids	20	31.12	<p>Unpriced technical bid evaluation criteria</p> <p><b>Relevant experience of consulting firm:</b> Similar corporate strategy assignments carried out in the past 5 years in India with minimum project value of INR 50 lacs (at least one completed and others on-going projects - date of commencement of on-going project should be prior to 1st May 2015</p>	<ol style="list-style-type: none"> <li>1. Please clarify if the requirement of project value of minimum Rs 50 Lacs is required for one completed assignment only or for all other assignments. In other words, can other assignments (completed or ongoing) be of lesser value. Notwithstanding, we request you to reduce the minimum project value to <b>Rs 25 lacs.</b></li> <li>2. Please clarify if assignment carried out by Indian team for international companies/world bank sponsored projects can be considered. Notwithstanding, we request you to include assignment of similar scope carried out for <b>international clients/World Bank sponsored projects</b> also.</li> <li>3. We also request you to increase the timespan of completed assignment to <b>7 years</b> from current 5 years.</li> </ol>	<p>Minimum value of each project should be Rs.30 lakhs.</p> <p>Assignments should be in India as Indian conditions are different from others.</p> <p>No change</p>
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7	31. Evaluation of unpriced technical bids	21	31.12	Unpriced technical bid evaluation criteria:  <b>Team configuration for the assignment:</b> Relevant experience of proposed project manager for similar assignment; <b>Project Manager should be available full time for this assignment.</b>	Please clarify if the Project Manager working on full time basis for assignment has to be at client's location/office or he/ she can work from his/ her own office also.	Not necessary in MMTC's office. Project Manager may visit MMTC as and when required.
8	31. Evaluation of unpriced technical bids	22	31.12 III (a)	Unpriced technical bid evaluation criteria. Notes  a) Bidder has to submit details (work order and completion certificate in respect of completed assignments and copy of work order in respect of on-going projects) (corporate strategy) carried out in India with details as required in Form-A1.	We request you to also accept proof of final payment by the client in lieu of completion certificate.	Proof of final payment along with a certificate from Auditor stating that details of work assigned by the client would suffice the requirement.
9	13. Performa of agreement	52	2.1	<b>2.0 Payment Schedule</b>  2.1 Fee for Project will be inclusive of all taxes except Service tax which will be at actuals. The amount shall be released in 3 stages of 30%, 30% and 40% respectively as per the following time and work schedules, D1 being day of commencement	We request you to include payment milestone for commencement of work/advance payment against BG. So payment schedule may be modified as below: a) 20%- On commencement b) 30%-D30 (acceptance of precise report) c) 30% -D60 (acceptance of interim report) d) 20%- D105 (acceptance of final report)	No change in the payment schedule i.e. 30%, 30% & 40%. However, in view of change in the time lines of the project, revised time & work schedule is as under:  ➤ <b>D 1:</b> Day of commencement.  ➤ <b>D 45</b> – Acceptance of precise report by MMTC on initial

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						<p>interaction and the agreed scope including methodology of work. This shall entail presentation by the consultancy firm to Committee of Directors/Director(s)/Sr. officers of MMTC at this point of time or/and at a later stage. By this time consultancy firm would have commissioned the pilot project and be ready with their major findings on the subject. Release of 30%.</p> <ul style="list-style-type: none"> <li>➤ <b>D 105</b> – Acceptance of interim report by MMTC. Release of 30%, and</li> <li>➤ <b>D 150</b> – Acceptance of final report by MMTC. Release of balance 40%.</li> </ul>
10		22	31.12. iiiia	Documentary proof credentials	Both work order and completion certificate has been sought for completed engagements. As mostly completion certificate are not issued, request if auditors certificate stating the amount of actual payment received against the agreed amount be accepted for cases where completion certificate is not available.	Proof of final payment along with a certificate from Auditor stating that details of work assigned by the client would suffice the requirement.

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11		22	31.12 iv 31.12 v 31.12vi	Signatures of team members	The mentioned clauses require signature of team members on their respective CVs. However, many of the suggested team members are located in different locations and few as travelling as well due to client commitments making it logistically very difficult to get a signed copy of the CV in short time. It is, therefore, requested if the CVs duly signed by authorized signatory may please be accepted as well.	Acceptable
12		6	6	Time lines of phases	The suggested timeline (Phase-1: 4 weeks, Phase-2: 4 weeks, Phase-3: 6 weeks) mentioned in the tender is quite aggressive given the scope of the work. As it would require intense primary and secondary research for both domestic and overseas market including multiple niches industries, we request if the timelines be revised as follows: Phase-1: 4 weeks, Phase-2: 8 weeks, Phase-3: 6 Weeks	Revised Timelines are as follows:  Phase-1: 6 weeks  Phase-2: 8 weeks  Phase-3: 6 Weeks