



BDS Voucher system technical proposal Bidding Guide for BDSPs

This guide provides suggestions on the optimal approach to address questions in the proposal bidding form for the Voucher system. It is intended as a reference point while allowing each BDSP the flexibility to propose their solutions to SMEs without constraints.

It's crucial to note that SMEs will consider various factors in their decision-making process, so tailor your bid to align with their specific needs. Additionally, keep in mind that all BDSPs will have access to this document. Therefore, it is not advisable to limit your approach solely to the provided suggestions.

Since a bidding and competitive approach is employed in this process, ensure that your responses stand out professionally.

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SUITABILITY AND EXPERIENCE

Briefly explain why your company is most suitable to provide the desired solution to the SME*

Suggestions:

When explaining why your company is ideal for the SME, keep it concise and impactful. The suggestion is to focus on:

1. **SME sector expertise:** Highlight your knowledge and successful track record in the SME sector.
2. **Gender:** About your BDSP ownership structure (male 50+% or women 50+% owner), gender-focused/inclusive service provision
3. **Approach:** Briefly describe your strategic and innovative problem-solving methods.
4. **Commitment:** Emphasize your dedication to client success and long-term partnerships.
5. **Recognition:** Mention any awards or positive feedback to showcase your industry credibility.
6. **Cultural Fit:** Explain how your company aligns with the SME's values and working style and especially if it is women-owned.
7. **Value:** Stress the cost-effectiveness of your services, ensuring a good return on investment.

Understanding of SME needs *

Suggestions:

Structure your response with clarity and focus:

1. **Subject Matter Expertise:** Mention your deep knowledge in various business domains, demonstrating how you identify the core challenges of SMEs.
2. **Industry Experience:** Share your direct experience in the relevant sector, offering insights that address the often identified issues.
3. **Women-Owned SMEs:** In the case of women-owned client SMEs, present an integrated strategy for identifying unique business needs.
4. **Client-Specific Requests:** Explain how you tailor your approach to meet the unique needs of the SME, using your expertise and industry experience as a foundation.



Describe your experience in the provision of requested BDS using one or more of the BDS categories *

INFO:

Briefly state the type of BDS you provided for the business in the related sector with the requested specialisation. The BDS packages are as follows:

- Business Strategy Development
- Financial Advisory and Planning
- Operational Efficiency Improvement
- Sales and Marketing Enhancement
- Human Resources and Training
- Legal and Compliance Advisory

Describe your certifications and accreditations in the specific industry *

INFO:

Please provide clear evidence of your qualifications to offer the service. This may include attaching certificates, letters of recommendation, or references.

Provide external links to your digital presence (social media, Website, etc) *

INFO:

Please provide the URL of your social media profile, digital portfolio, testimonials links, offering additional information for potential clients and partners. The essence of this is to provide concrete evidence to the SMEs that you have both the experience and capacity required to provide the required solutions.

DETAILS OF THE BDS OFFER

Provide a BDS delivery duration and timeline, including key milestones and deadlines.

Phase	Duration (Days)	Key Milestones	Deadlines
Phase 1			
Phase 2			
Phase 3			



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INFO:

To fill in this table, you'll outline the timeline and key milestones for delivering Business Development Services (BDS). Here's how to approach each column:

- **Phase:** Label each phase of the BDS delivery process sequentially (e.g., Phase 1, Phase 2, Phase 3).
- **Duration (Days):** Estimate the days required to complete each phase.
- **Key Milestones:** Identify significant achievements or checkpoints within each phase that indicate progress.
- **Deadlines:** Specify the final date by which each phase should be completed.

Start by breaking down the BDS delivery into manageable phases. For each phase, assess the tasks involved, their complexity, and the time needed, allowing you to determine the duration. Then, pinpoint critical milestones that serve as indicators of progress towards completion. Lastly, set realistic deadlines for each phase, ensuring a timely and organised delivery.

Key Performance Indicator (KPI) for Growth *

KPIs Identified	Expected Outcomes	Timeline for Results	Detail Deliverables

INFO:

To answer this question, follow these steps to define the expected KPIs, deliverables, and outcomes from the BDS delivery:

- **Identify KPIs and Outcomes:** Start by listing the Key Performance Indicators (KPIs) and outcomes that the SME can expect from your service. These should be measurable and time-bound to demonstrate the effectiveness and impact of your BDS.
- **Timeline for Results:** Provide a clear timeline indicating when the SME should expect to see these results. This helps set realistic expectations and facilitates progress tracking.



- **Detail Deliverables:** Specify what tangible deliverables the SME will receive throughout the BDS provision. These could range from reports and analyses to strategic plans and implementation guidelines.

Ensure your response clearly articulates how each deliverable and KPI will contribute to the desired outcomes, providing a clear roadmap of what the SME should expect throughout the engagement. This clarity helps build trust and aligns both parties' expectations for a successful partnership.

Critical Success Factors*

INFO:

To complete the section on Critical Success Factors (CSFs), consider the following steps to articulate the elements vital for the success of the engagement or relationship:

1. **Identify Essential Elements:** Begin by listing the crucial components or conditions that must be in place for the engagement to succeed. These could range from resource availability and stakeholder commitment to specific expertise.
2. **Strategic Focus Areas:** Highlight the key areas where focused effort and strategic planning are necessary. This might include areas such as communication, process improvement, or technology integration.
3. **Measurable Impacts:** Define the specific impacts or outcomes that signify success. These should be quantifiable and directly linked to the engagement's objectives.
4. **Alignment and Expectations:** Describe how these factors align with the overall goals of the SME and your service provision. This ensures that both parties have a shared understanding of what success looks like.

Your response should clearly outline the CSFs that are directly linked to achieving desired outcomes, ensuring a successful partnership. This approach provides a roadmap for the engagement, focusing on what truly matters for success.

BDS Resources Needed*

INFO:

When detailing the resources required for successful BDS delivery, consider the following aspects:

1. **Human Resources:** Specify the expertise and roles needed within your team to deliver the service effectively. This could include consultants with other specialisations or junior analysts.



2. **Physical Resources:** Identify any physical assets required, such as office space, technology, or equipment.
3. **Financial Resources:** The cost of the BDS will be determined with the help of the Pricing Model below.

Special opportunity/partnership to offer for the SME*

INFO:

When presenting special opportunities or partnerships, consider the following:

1. **Existing Opportunities:** Highlight any current partnerships or networks your service can tap into to benefit the SME. This may include connecting the SME and facilitating access to additional BDS provided for free by donors or training offered by local organisations and projects.

In the case of *women-owned client SMEs*, indicate special opportunities/partnerships or strategies to bridge gender gaps and limitations you can offer for the SME.

2. **New Opportunities:** Describe potential new collaborations or market opportunities your BDS will help the SME explore.
3. **Leverage Strategy:** Explain how you will use these opportunities to enhance the BDS delivery and contribute to the SME's success.

This shows how our EthioBDS service goes beyond traditional consulting to actively enhance the SME's strategic positioning.

Is there any other important element of your offer for SMEs to consider? *

INFO:

Please detail any further technical aspects or unique capabilities that will enhance the distinctiveness of your BDS delivery.

PRICING AND FINANCIAL PROPOSAL

BDS pricing model*

Press the information button for instructions.



Service Package	Tier	Base Price (Birr)	Complexity	Expertise	Duration	Final Price (Birr)
Filled automatically	Basic		Medium	Medium	Medium	
	Standard		High	High	High	
	Premium		High	High	High	

To fill the above table on the form, here is the guideline.

Table Entry	Description
Service Name	Refers to the type or name of the service offered.
Tier	Indicates the level of service provided. Different tiers correspond to different levels of service quality or features: Basic, Standard, and Premium.
Base Price	The starting price for each service tier before additional factors are applied.
Complexity, Expertise, Duration	Factors that influence the final pricing of the service. Each factor significantly contributes to the cost and is assigned a "High" value. (see table below for details)
Base Price	The starting price for the specific BDS
Final Price	The final price for the service after accounting for the contributions of Complexity, Expertise, and Duration.

Factor	Level	Description
Complexity	Low	Services involving straightforward tasks with clear objectives and established methodologies, requiring minimal customisation and basic industry knowledge. Processes are well-documented and clearly instructed.
	Medium	Services presenting moderate challenges require a blend of standardised and customised approaches, some problem-solving, or adaptation to the client's context, with some elements needing intermediate knowledge.
	High	Highly intricate services requiring bespoke solutions and advanced problem-solving, characterised by high uncertainty, necessitating innovative approaches, deep industry knowledge, critical thinking, and creativity.
Expertise	Generalist	Professionals with a broad understanding of various disciplines within their field, capable of a wide range of tasks, suitable for services that do not require specialised skills or in-depth experience.
	Specialist	Specialists with deeper knowledge in a specific domain, possessing local and sometimes international certifications, with more experience and training, suitable for services requiring targeted skills and insights.
	Expert	Recognised authorities with international certification, extensive experience, and advanced skills, capable of tackling the most challenging and complex issues, essential for services demanding strategic and analytical capabilities.
Duration	Basic	1-2 months
	Standard	2-4 months



	Premium	4-6 months
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Here is the detailed summary table to provide clarity in your bidding approach.

BDS Pricing Model Summary Table									
e	Tier	Low-High Price Bracket (EUR)		Description	Content Examples	SME suitability	Available choices Complexity*	Available choices Expertise*	Available choices Duration
Business Strategy Development	Basic	800	1440	Formulation of a basic business plan and market entry strategy.	Includes market research, SWOT analysis, and basic financial projections.	Tailored to new market entrants or young companies seeking to establish a foothold.	LOW-MEDIUM	Generalist	1-2 months
	Standard	2400	5280	More detailed strategic planning including product positioning.	In-depth market analysis, competitive landscape review, product differentiation strategies, and intermediate financial planning.	Geared towards businesses looking to reposition or expand market share.	LOW-MEDIUM-HIGH	Specialist-Expert	2-4 months
	Premium	4800	10560	Extensive strategy development with growth planning and scenario analysis.	Comprehensive market entry strategy, detailed scenario planning, risk assessment, and advanced financial modelling.	Suited for established businesses targeting aggressive growth.	HIGH	Expert	4-6 months
Financial Advisory and Planning	Basic	800	1440	Basic financial modeling and budgeting.	Cash flow forecasting, budget formulation, and break-even analysis.	Designed for startups and SMEs establishing their financial foundations.	LOW-MEDIUM	Specialist	1-2 months
	Standard	2400	5280	Detailed investment analysis and risk management.	Investment portfolio assessment, risk profiling, and mitigation strategies, financial health check-up.	Ideal for businesses seeking to optimise their financial performance.	MEDIUM	Specialist-Expert	2-3 months
	Premium	4800	10560	Comprehensive financial advisory with ongoing support.	Strategic financial planning, wealth management, long-term investment strategies, and regular financial health reviews.	For higher-value clients requiring continuous, sophisticated financial oversight.	HIGH	Expert	3-6 months
Operational Efficiency Improvement	Basic	800	1440	Basic process optimization and cost-reduction strategies.	Workflow analysis, identification of bottlenecks, and recommendations for process enhancements.	Suitable for organisations looking to improve operational cost efficiency.	LOW-MEDIUM	Generalist	1-2 months
	Standard	2400	5280	Integration of technology and quality control systems.	Implementation of quality management systems, technology integration plans, and productivity improvement measures.	Targeted at businesses in need of modernising operations.	MEDIUM	Specialist-Expert	2-4 months
	Premium	4800	10560	Full operational overhaul with high-end technology solutions.	Comprehensive operational redesign, advanced system integrations, and process automation strategies.	Targeted are enterprises requiring a significant transformation in their operations.	HIGH	Expert	4-6 months
Sales and Marketing Enhancement	Basic	800	1440	Development of a basic sales strategy and branding.	Crafting initial sales funnels, defining brand messaging.	Ideal for startups or businesses in early stages.	LOW-MEDIUM	Generalist	1-2 months
	Standard	2400	5280	Digital marketing campaigns and customer engagement strategies.	Design and execution of digital marketing strategies, SEO, content marketing.	Suitable for businesses seeking to enhance market reach.	MEDIUM	Specialist-Expert	3-4 months
	Premium	4800	10560	Complete sales and marketing overhaul including international market entry.	Comprehensive overhaul of sales and marketing operations, strategic market planning.	Suited for businesses aiming for international expansion.	HIGH	Expert	4-6 months
Human Resources and Training	Basic	800	1440	Basic talent acquisition and performance management.	Development of recruitment frameworks, job descriptions.	Suitable for SMEs structuring their HR functions.	LOW-MEDIUM	Generalist	1-2 months
	Standard	2400	5280	Employee training programs and development of management systems.	Creation of tailored training modules, leadership development programs.	For SMEs looking to develop workforce capabilities.	MEDIUM	Specialist-Expert	2-3 months
	Premium	4800	10560	Comprehensive HR strategy including culture development.	Strategic HR planning, organizational culture shaping.	For larger enterprises or those undergoing significant change.	HIGH	Expert	4-6 months
Legal and Compliance Advisory	Basic	800	1440	Basic regulatory compliance consulting.	Guidance on local regulatory requirements, basic compliance checks.	Ideal for new businesses or markets ensuring legal adherence.	LOW-MEDIUM	Generalist	1-2 months
	Standard	2400	5280	More comprehensive legal risk management and contract review.	In-depth legal risk assessments, contract negotiation support.	For businesses with moderate legal complexities and accession planning.	MEDIUM	Specialist-Expert	2-4 months
	Premium	4800	10560	Extensive advisory covering international compliance and negotiations.	Full-scale compliance program development, cross-border legal strategy formulation.	For multinational companies managing complex legal landscapes.	HIGH	Expert	4-6 months

Financial proposal *

Fill in the financial summary table below. The Total Price must be identical to the price calculated in the Pricing Model above.

Service Tier	Description of BDS	Duration (in months)	Total Price (Birr)	Initial Payment (max. 30%)	Final Payment
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e.g. Basic	e.g. Basic business plan development, market entry strategy				-
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If you need clarity on any of the above questions kindly
send an email to support@ethiobdsvs.org or contact any
of the GOPA-GIZ or EDI staffs