

Request for Proposal (RFP)

Business model consultancy for Swiss EHT program

Helvetas invites interested parties to provide goods /services or works as described below.

1. Contract description

The overall goal of project name Swiss Tourism for Sustainable Development in Vietnam (ST4SD).

The Swiss Tourism for Sustainable Development in Vietnam (ST4SD), financed by the Swiss State Secretariat for Economic Affairs (SECO), aims at making Viet Nam's tourism sector more sustainable and inclusive. As part of the economic development cooperation of Switzerland for Viet Nam, it is implemented by the consortium of Helvetas Vietnam, a Swiss international NGO, and CRED Tourism & Agriculture Solution Consulting Company Limited (CRED), a Vietnamese NGO. The Ministry of Culture, Sports and Tourism appointed the Viet Nam National Authority of Tourism as the project owner.

The Swiss Executives Hospitality Training Program (Swiss EHT Program) is a key initiative under Component 2 of the ST4SD project. It aims to strengthen human resources for the hospitality sector in Viet Nam through high-level executive training for mid-level and senior management, delivered in cooperation with the EHL Hospitality Business School.

The required goods/services or works details (full Terms of Reference) are annexed in this document.

2. Timetable

	DATE	TIME - CET
Tender announcement	From 17/04/2026 to 05/05/2026	-
Video call information session (if applicable)	N/A	N/A
Deadline for written enquiries to email	28/04/2026	12:00
Last date for Helvetas to issue clarifications (clarifications can be found in the same link where the tender dossier was posted in Helvetas website)	29/04/2026	12:00
Deadline for submitting offers to email account ¹	05/05/2026	15:00

3. Nature of the contract

Purchase order/ Service or Works contract (agreement).

4. Negotiations

Helvetas reserves the right to enter into negotiations with all or part of eligible bidders in order to amend and/or complete their original offers.

Negotiations may concern the technical, financial, legal and other aspects of the contract.

¹ Any application received after this deadline will not be considered.

5. Eligibility

Participation is open to all legal entities registered in the country. The consultant(s) should be Vietnamese citizen.

In case of services, consultants included in an offer cannot be part of other bidders' offer, in which case they will be excluded from the procedure without further evaluation.

Civil servants and persons elected or appointed in a public function are ineligible to participate as consultants in the tender procedure for this contract; except those who serves at self-employed institutes, universities or equivalent institutions. Any offer containing any of such persons will be excluded from the procedure without further evaluation

6. Costs for preparing offers

No costs incurred by the bidder in preparing and submitting the offers are reimbursable. Such costs fall under the responsibility of the bidder, including the costs incurred during negotiating and interviewing process.

7. Sub-contracting

Sub-contracting services to another legal person is not allowed.

8. Provisional commencement date of the contract

15/05/2026

9. Initial period of execution and possible extension of the contract

Goods/Services or works are to be provided between 15/05/2026 – 30/09/2026

10. Evaluation of offers

Each offer will be evaluated in accordance with the criteria and the weighting as detailed below. In the case of offers submitted by a consortium, these criteria will be applied to the consortium as a whole. The criteria for evaluation of goods/services or works will be examined in accordance with the requirements indicated in attachments.

The entire evaluation procedure is confidential. The Purchasing Panel (PP) decisions are collective and its deliberations are held in virtual session. The members of the PP are bound to secrecy. The evaluation reports and written records are for official use only and may be communicated neither to the bidders nor to any party other than Helvetas.

10.1 Eligibility criteria

Only the companies/organisations that provide signed forms below will be processed for further evaluation:

- Eligibility Documentation Form (See ELIGIBILITY DOCUMENTATION part below) and
- Application Form (See PART 1 – APPLICATION PACKAGE part below)

10.2 Evaluation criteria of eligible offers

Criteria for evaluation of the Technical offer

Requirements	Documentary evidence
1. <i>Quality and completeness of the proposal</i>	CV, cover letter, portfolio, proposed methodology & workplan
2. <i>Experience in developing business model missions, preferably in the hospitality training sector</i>	Portfolio + Certificate of good completion of similar work
3. Previous experience working with international cooperation programs or with the Government of Vietnam	References / Certificate of good completion

The bidders that pass the Technical evaluation (**min 50% of technical evaluation scoring**) will be processed for further evaluation.

Criteria for evaluation of the financial offer:

Requirements	Documentary evidence
Financial offer according to instructions in PART 2 of this document <i>(The financial proposal will be evaluated based on cost effectiveness and budget compatibility given reference to UN/EU Cost norms 2022)</i>	Financial offer in VND

The weighting of the criteria for evaluation of technical and financial offers are as follows:

Criteria	Max points
Technical offer*	100
• Quality and completeness of the proposal	30
• Cost effectiveness	20
• Experience in developing the business model missions, preferably in the hospitality training sector	30
• Previous experience working with international cooperation programs or with the Government of Vietnam.	20
Financial offer	

Evaluation of the offers will be done progressively; namely lower quality of elements of the technical offer and higher financial offer will receive less points from the maximum points presented in the table. Helvetas uses the evaluation method of Weighted Value for Money to take into account the weight of the price criteria and the relative weight of quality criteria.

The bidders are required to provide the estimation of travel costs necessary to fulfil the assignment. Such estimation of travel costs may constitute the determination of the bid winner.

After evaluation of offers, Helvetas reserves the right to enter into negotiations with all or part of eligible bidders in order to amend and/or complete their original offers.

Purchase order/Contract will be awarded to the economically most advantageous offer. The

economically most advantageous offer is established by weighing technical quality against price. Helvetas reserves the right to purchase/contract only part of required services or cancel this tender procedure should it not be satisfied with the quality of offers.

In case of services, having selected an offer partly on the basis of evaluation of consultants presented in the offer, Helvetas expects the contract to be executed by these specific consultants. However, additional consultants may be proposed/contracted during the implementation period.

11. Submission of offers

Offers must be submitted via email in electronic format only in two separate files using the standard forms provided by the Helvetas (PART 1 and PART 2).

Technical offer shall contain:

- 1. Signed Eligibility Documentation Form²** – as per ELIGIBILITY DOCUMENTATION part below
- 2. Signed Application Form – as per PART 1 – APPLICATION PACKAGE** part below
- 3. Bidders have to supply the Technical offer, accompanied by the following documentation for the bidder:**
 - CV, cover letter and portfolio of previous similar experience.
 - Certificate of good completion of similar work
 - Applicants will indicate their expected daily rate (including VAT) and number of days to conduct the consultancy.

The name of the file should have the bidder's name, Reference No: RFPC2-170426-ST4SD and the text 'Technical offer documents' (for example **My Company RFPC2-170426-ST4SD technical offer documents**)

Financial offer shall contain:

- 1. Signed Financial Offer form** - as per PART 2 - Financial offer part below

The Financial offer must be presented in Euros. The fees proposed in this offer should be all inclusive; the supplier/contractor will cover all costs to perform their tasks (e.g. office accommodation, transport, internet access and equipment, administrative and secretarial support, interpretation etc.). Helvetas is exempt from VAT, thus the fees offered should be without VAT. The contractor is responsible for all other taxes and duties in compliance with the legislation of the country.

The name of the file should have the bidder's name, Reference No: RFPC2-170426-ST4SD and the text 'Financial offer documents' (for example **My Company RFPC2-170426-ST4SD financial offer documents**)

Electronic files should be password protected, different password for each file³. The bidders will be informed in advance once the evaluation date is confirmed so they can stay reachable on that date in order to provide the passwords. During the evaluation process the entitled purchasing panel member will

² Electronic copies of eligibility documentation should be provided only by the winning bidder prior to contract signing.

³ Offers received without password will not be considered for evaluation

call the bidder and ask for the passwords at the spot⁴.

The subject of email should contain only the PRF reference number (*for example RFPC2-170426-ST4SD*). The body of the email should contain bidder's official name, address and telephone number.

Offers must be submitted in English language exclusively to the following email address: procurement@st4sd.vn and assist3@st4sd.vn. Offers submitted after the deadline mentioned under point 2 Timetable of this RFP will not be considered. The counted official receipt time is the time showing on the email received from the bidder to procurement@st4sd.vn and assist3@st4sd.vn

12 Alteration or withdrawal of applications

Candidates may alter or withdraw their offers by written notification prior to the deadline for submission of tenders. No offer may be altered after this deadline.

Helvetas retains ownership of all offers, which have not been withdrawn. Consequently, bidders do not have the right to have their offers returned to them.

13 Validity of offers

Bidders are bound by their tenders for 90 days after the deadline for submitting offers. In exceptional cases, before the period of validity expires, the Helvetas may ask bidders to extend the period of validity for a specific number of days, which may not exceed 40.

14 Signature of the contract(s)

Within 10 days of receipt of the purchase order/ contract already signed by the Helvetas, the selected bidder shall sign and date the contract. Failure of the selected bidder to comply with this requirement may constitute grounds for annulling the decision to award the contract. In this event, the Helvetas may award the tender to another bidder or cancel the tender procedure.

15 Terms of payments

Helvetas is not a payer of value added tax (VAT). Prices in the application must be submitted, taking into account all expenses.

The payment will be made via bank account transfer to the winner of the tender in EUR within a maximum of 30 working days from the date of acceptance of goods or execution of services or works. Cases of non-performance of obligation and their legal consequences will be separately indicated in the contract.

16 Terms of cooperation

In the case of a contracting, the parties will have to perform according to the established time and in accordance with Helvetas – Supplier purchase order or Helvetas – Service provider contract. Helvetas has the right to increase or decrease the number of ordered items. Helvetas has the right to choose a supplier/ implementer on the given offer according to its own discretion. Helvetas has the right to reformulate the Request for Quotation (RFQ), Invitation to Bid (ITB) or Request for Proposal (RFP) to its

⁴ If the bidder is not reachable on the phone during the evaluation process, the offers will not be considered for evaluation

own discretion, if any additional items are needed. In case of failure or non-compliance with contractual obligations, Helvetas has a unilateral right to terminate the contract without incurring any legal obligation.

The Applicant has to be familiar with all instructions, forms and requirements mentioned in the RFQ, ITB or RFP documents. The responsibility for the submission of the offer in accordance to these requirements lies entirely with the Applicant.

Helvetas signs a purchase order/contract with the winning bidder. The contract will come into force upon signature by both parties.

17 Ethics clauses/Corruptive practices

Bidders making false declarations may be subject to financial penalties representing 10% of the total value of the purchase order/contract being awarded. This rate may be increased to 20% in the event of a repeated offence.

Any attempt by a company/organisation to obtain confidential information, enter into unlawful agreements with competitors or influence the PP or the Helvetas during the process of examining, clarifying, evaluating and comparing offers will lead to the rejection of its offer and may result in penalties as described above.

Companies/organisations must not be affected by any conflict of interest with other bidders or parties involved in the project. Helvetas reserves the right to suspend or cancel the RFP procedure and/or purchase order/contract if corrupt practices of any kind are discovered at any stage of the award process or during the execution of a contract.

Companies/organisations will be rejected or purchase order/contracts terminated if it emerges that the award or execution of a contract has given rise to unusual commercial expenses. Such unusual commercial expenses are commissions not mentioned in the main contract or not stemming from a properly concluded contract referring to the main contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a payee who is not clearly identified or commissions paid to a company/organisation which has every appearance of being a front company/organisation.

Contractors found to have paid unusual commercial expenses related to this project are liable, depending on the seriousness of the facts observed, to have their contracts terminated and/or be penalised.

The Helvetas reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the purchase order/ contract, Helvetas may refrain from concluding the purchase order/contract and/or terminate the purchase order/ contract.

18 Operational language

All written communications for this tender procedure and purchase order/ contract must be in English.

19 Additional information

The conclusion of the tender and the award of any purchase order/contract are subject to the availability of funds.

Helvetas reserves the right to annul this tender procedure at any time, without any liability on its side.

TERMS OF REFERENCE – CONSULTANCY SUPPLIER

Project:	Swiss Tourism for Sustainable Development in Vietnam (ST4SD)
Consulting service:	Business model consultancy for Swiss EHT program
Contract term:	From 01 May 2026 to 30 July 2026
Application deadline:	Before 05 May 2026

1. Project Introduction

The Swiss Tourism for Sustainable Development in Vietnam (ST4SD), financed by the Swiss State Secretariat for Economic Affairs (SECO), aims at making Viet Nam's tourism sector more sustainable and inclusive. As part of the economic development cooperation of Switzerland for Viet Nam, it is implemented by the consortium of Helvetas Vietnam, a Swiss international NGO, and Center for Rural Economy Development (CRED), a Vietnamese NGO. The Ministry of Culture, Sports and Tourism appointed the Viet Nam National Authority of Tourism as the project owner.

The Swiss Executives Hospitality Training Program (Swiss EHT Program), a key initiative under Component 2 of the ST4SD project, aims to strengthen human resources for the hospitality sector in Viet Nam. This high-level education program is designed for mid-level and senior management in Vietnamese hospitality enterprises, providing future leaders with the tools to deliver exceptional service while maintaining a commitment to sustainability. The ST4SD project facilitates sustainable cooperation between selected educational institutions in Viet Nam and the EHL Hospitality Business School to develop this program, which features an international focus based on meeting the practical demands of enhancing the quality of the domestic workforce.

Swiss EHT has been introduced to 4 pilot training institutes in late 2024 (round 1) and 3 training institutes in early 2026 (round 2) where the first group, after the TOT training by EHL, have carried series of trainings with the financial and technical support from the ST4SD. The institutes in the meantime also actively collaborated with the public actors (Department of Tourism) in several provinces to deliver EHT training to end learners.

To capture the full picture of the EHT training as a new and potential training products in the hospitality training in Vietnam, the lessons learnt and the possible self-sustained of the EHT training model, it is crucial to have consultancies to make a review and develop the business plan/ strategy for the Swiss EHT model with different training institutions, particularly the roadmap for cost recovery.

The content of the Swiss EHT program can be found at its brochure [here](#).

2. Objectives

The objective of this assignment is to produce a practical, evidence-based **business model**,

commercialisation strategy, and cost-recovery roadmap for the Swiss Executives Hospitality Training (Swiss EHT) programme in Viet Nam, with clear outputs and actionable recommendations for both the ST4SD project and partner institutions.

Specifically, the consultancy shall deliver:

1. **A market-informed commercial positioning of Swiss EHT in Viet Nam**, including its value proposition, target customer segments, competitive advantages, market entry conditions, and requirements for successful uptake in the hospitality training market.
2. **A commercialisation strategy for scaling Swiss EHT nationally**, identifying viable channels, partnership models, and the roles of key actors such as training institutions, tourism authorities, hospitality enterprises, and relevant industry stakeholders.
3. **Institution-specific business plans for each participating training institution**, setting out feasible delivery models, operational requirements, partnership arrangements, pricing logic, marketing approach, resource needs, and revenue-generation options for offering Swiss EHT as a commercial training product.
4. **A cost-recovery and sustainability roadmap** for the Swiss EHT model, covering the remaining project period and a forward-looking post-project vision, with practical pathways for financial sustainability and progressive reduction of project subsidy.

3. Deliverables/ Scope of work

The consultant will be responsible for delivering a complete package of analytical and operational outputs to support the commercialisation and sustainability of the Swiss EHT programme.

3.1. Scope of work

The consultant shall undertake, at minimum, the following tasks:

1. Desk review and inception

- Review all relevant Swiss EHT programme documents, training materials, implementation records, partnership arrangements, and available monitoring results.
- Analyse the current Swiss EHT model, including its unique selling points, target market, delivery approach, pricing assumptions, and institutional set-up.
- Prepare an inception note detailing the proposed methodology, workplan, stakeholder engagement approach, and outline of deliverables.

2. Stakeholder consultation and market assessment

- Conduct interviews and/or consultations with all participating training institutions, including both round 1 and round 2 partners, to assess:
 - institutional capacity to deliver Swiss EHT;
 - readiness for commercialisation;
 - operational strengths and constraints;
 - partnership opportunities and risks.
- Conduct additional consultations, where relevant, with tourism authorities, hospitality enterprises, alumni/learners, and EHL Hospitality Business School to validate market demand, relevance, and commercial potential.

- Assess the market conditions for Swiss EHT in Viet Nam, including potential customer segments, willingness to pay, competing or comparable executive training offers, and factors affecting market entry and scale-up.

3. Co-development of business options

- Facilitate two consultative workshops:
 - one workshop with round 1 / more experienced partner institutions;
 - one workshop with round 2 / newer partner institutions.
- Use the workshops to validate findings, identify commercially viable delivery models, and co-develop institutional and programme-level business options.

4. Development of outputs and final recommendations

- Develop a business strategy for the nationwide commercialisation of Swiss EHT.
- Develop an individual business plan for each partner training institution.
- Develop a cost-recovery and sustainability roadmap for the Swiss EHT model.
- Present draft findings and recommendations to ST4SD and relevant stakeholders for feedback.

Finalise all deliverables incorporating comments received.

3.2. Expected deliverables

The consultancy is expected to produce the following deliverables:

Deliverable 1. Inception Report

An inception report submitted at the start of the assignment, including methodology, analytical framework, stakeholder mapping, detailed workplan, and proposed structure of the final outputs.

Deliverable 2. Market and Institutional Assessment Report

A diagnostic report summarising:

- the current Swiss EHT model and value proposition;
- market demand and commercial potential in Viet Nam;
- stakeholder roles and ecosystem analysis;
- institutional capacity and readiness of each training partner;
- key opportunities, constraints, and assumptions for commercialisation.

Deliverable 3. National Business and Commercialisation Strategy for Swiss EHT

A strategy document that defines:

- the commercial positioning of Swiss EHT in Viet Nam;
- target markets and customer segments;
- partnership and distribution channels;
- roles of training institutions, tourism authorities, and enterprises;
- marketing and outreach recommendations;
- options for expansion and replication beyond the current project partners.

Deliverable 4. Business Plans for Each Partner Training Institution

A separate business plan for each participating institution, including:

- proposed delivery model;
- target learners and client segments;
- partnership approach;
- resource and staffing requirements;
- marketing and recruitment approach;
- indicative pricing and revenue model;
- implementation steps and risk considerations.

Deliverable 5. Cost-Recovery and Sustainability Roadmap

A practical roadmap covering the period until project closure (3/2027) and the post-project phase (2027 – 2031), including:

- cost structure and financing assumptions;
- phased subsidy reduction and cost-sharing options;
- revenue-generation pathways;
- milestones for institutional and financial sustainability;
- recommendations for long-term governance and ownership of the Swiss EHT model.

Deliverable 6. Validation Workshops

Two facilitated workshops with partner institutions and relevant stakeholders, with presentation materials, participant inputs, and summary notes documented and reflected in the final outputs.

Deliverable 7. Final Consolidated Report and Presentation

A final consultancy package comprising the revised deliverables above, an executive summary, and a presentation of key findings and recommendations to ST4SD.

4. Selection criteria

Proposals will be evaluated based on the following criteria:

- Quality and completeness of the proposal
- Cost effectiveness
- Experience in developing the business model missions, preferably in the hospitality training sector
- Previous experience working with international cooperation programs or with the Government of Vietnam.

5. Proposal submission

Interested suppliers are requested to submit their proposals detailing the following:

- CV, cover letter and portfolio of previous similar experience.
- Certificate of good completion of similar work
- Applicants will indicate their expected daily rate (including VAT) and number of days to conduct

the consultancy.

(Note: all cost related to travel, workshop and other logistical needs will be covered separately by the project following EU cost norm. Candidates should only submit their financial proposal indicating daily rate and expected number of days)

The submitted documents must be **password-protected**. You will be asked for the password after submitting the application. Proposal should be sent to procurement@st4sd.vn and assist3@st4sd.vn before 3pm on Friday, 05 May 2026.

The email subject line should begin with: [RFPC2-170426-ST4SD] Business model consultancy for Swiss EHT program

Please note that only shortlisted candidates will be contacted.