

Republic of the Philippines  
Department of Trade and Industry  
**CENTER FOR INTERNATIONAL TRADE EXPOSITIONS AND MISSIONS**  
Golden Shell Pavilion, Roxas Blvd. Cor. Gil Puyat Ave., Pasay City

Solicitation No.: CITEM-2021-0063

**REQUEST FOR QUOTATION**  
**(NEGOTIATED PROCUREMENT – SMALL VALUE PROCUREMENT)**

The Center for International Trade Expositions and Missions (CITEM) invites all interested parties to submit quotation for:

**PROCUREMENT OF CONSULTING SERVICES FOR THE BUSINESS MODEL REVIEW AND TRANSFORMATION OF CITEM (PHASE I)**

*(Please see attached Request for Quotation Form for more details.)*

|   |                           |
|---|---------------------------|
| Approved Budget for the Contract  | : PHP 952,000.00          |
| Pre-Bid Conference  | : 10 August 2021, 02:00PM |
| Deadline of Submission of Eligibility Documents, Financial Bid and Qualitative Evaluation Documents | : 13 August 2021, 05:00PM |
| Opening of Qualitative Evaluation Documents   | : 13 August 2021, 05:00PM |
| Opening of Eligibility Documents and Financial Bid  | : 17 August 2021, 02:00PM |

Conduct of *Pre-Bid Conference and Opening of Bids* shall be held virtually thru Microsoft Teams or Zoom and shall be open to all prospective bidders. Link of the Pre-Bid Conference and Opening of Bids may be requested through the BAC Secretariat at [citembac@citem.com.ph](mailto:citembac@citem.com.ph).

The *Notice of Award* shall only be issued to the lowest calculated bidder who has complied with the following documentary requirements below, submitted in an enclosed, sealed and properly labeled envelope or compressed folder:

*Eligibility Documents (1st Envelope / Compressed Folder)*

- Mayor's Permit for the current year or for individuals, BIR Certificate of Registration**  
*Expired Mayor's permit with Official Receipt of renewal application shall be accepted as alternate documentary document during community quarantine or similar restrictions declared, in accordance with GPPB Resolution 09-2020. However, a valid Business or Mayors permit must be submitted after award of contract but before payment.*
- Valid PhilGEPS Registration Number (evidenced by a certificate or screen shot)**  
*PhilGEPS Certificate of Platinum Membership may be submitted in lieu of Mayor's Permit and PhilGEPS Registration Number.*
- Latest Income/Business Tax Return**
- Notarized Omnibus Sworn Statement**  
*Unnotarized Omnibus Sworn Statement subject to compliance therewith after award of contract before payment shall be accepted as alternate documentary requirement during community quarantine or similar restrictions declared, in accordance with GPPB Resolution 09-2020.*
- Notarized Special Power of Attorney, Notarized Secretary's Certificate or Board/Partnership Resolution for partnership, corporation, cooperative, or joint venture, whichever is applicable**  
*Unnotarized Special Power of Attorney or Unnotarized Secretary's Certificate or Board/Partnership Resolution are likewise accepted in accordance with ARTA Advisory No. 01 series of 2020 on the Advisory for the Adoption of Fast-Track Measures during the COVID-19 State of Calamity.*

*Financial Bid (2nd Envelope / Compressed Folder)*

- Quotation using the attached Request for Quotation (RFQ) Form duly signed by the authorized representative.**

*Qualitative Evaluation Documents (3rd Envelope / Compressed Folder)*

- Curriculum Vitae of Consultants and Consulting Service Providers' Profile indicating:**
  - Statement of Ongoing and Completed Contracts/Projects with proven track record in Business Model Reviews, Business Transformation, and/or Digital Transformation engagements, servicing local and international;
  - Experience and Capability of the personnel to be assigned to the Project demonstrated based on their records of engagements with previous and current clients and geographical distribution of current and pending projects;
- Plan of approach and methodology for the Business Model Review Engagement with emphasis on clarity, feasibility, innovativeness, and comprehensiveness of the work plan, including but not limited to, quality of the interpretation of project problems, risks, and suggested solutions**

Bidders shall submit these documents, on the above stated date and time, either on the following:

- Physical Submission at the CITEM Office, Golden Shell Pavilion, Roxas Blvd. cor. Gil Puyat Ave., Pasay City, or
- As highly encouraged, online submission to the BAC Secretariat through email at [citembac@citem.com.ph](mailto:citembac@citem.com.ph). A password protection maybe inflicted in the compressed folders to ensure security of the documents. The password must be disclosed an hour before the date and time of the Opening of Eligibility Documents, Financial Bid and Qualitative Evaluation Documents as indicated above.

CITEM-BAC reserves the right to reject any or all bids disadvantageous to, waive any formality or accept such bids as may be considered advantageous to the government. Further, CITEM-BAC assumes no obligation whatsoever to compensate or indemnify the bidders for expenses or losses that may be incurred in participating in this bidding.

For inquiries, please contact the CITEM Bids and Awards Committee Secretariat, at telephone no. (02) 8-831-2201 local 309/294 or email at [citembac@citem.com.ph](mailto:citembac@citem.com.ph).

  
**ATTY. ANNA GRACE I. MARPURI**  
Chairman, Bids and Awards Committee



**CENTER FOR INTERNATIONAL TRADE EXPOSITIONS AND MISSIONS**  
Golden Shell Pavilion, Roxas Blvd. Cor. Sen. Gil Puyat Avenue, Pasay City  
Tel.: (632) 8-831-2201 local 309/294 E-mail: [citembac@citem.com.ph](mailto:citembac@citem.com.ph)

## REQUEST FOR QUOTATION

- Shopping with ABC of Php 50,001 and above  
 Lease of Real Property and Venue  
 Small Value Procurement with ABC of Php 50,001 and above  
 Others: \_\_\_\_\_

Date: 06 August 2021

Company Name: \_\_\_\_\_

RFQ No.: 2021-0063

Address: \_\_\_\_\_

Contact No.: \_\_\_\_\_

Gentlemen:

Please quote hereunder your lowest possible price(s) for the following article(s)/work(s) which are urgently needed by this office. It is requested that the quotation be sealed, signed, and stamped in an envelope or compressed folder and submitted to CITEM BAC / [citembac@citem.com.ph](mailto:citembac@citem.com.ph).

|   |                     |                    |
|---|---------------------|--------------------|
| Pre-bid Conference: <u>10 August 2021</u>   | Time: <u>2:00PM</u> | Venue: <u>ZOOM</u> |
| Deadline of Submission of Eligibility Documents, Financial Bid, and Qualitative Evaluation Documents: <u>13 August 2021</u> |                     |                    |
| Schedule of Opening of Qualitative Evaluation Documents: <u>13 August 2021</u>  | Time: <u>5:00PM</u> |                    |
| Schedule of Opening of Eligibility Documents and Financial Bid: <u>17 August 2021</u>                                       | Time: <u>2:00PM</u> | Venue: <u>ZOOM</u> |

| QTY | UNIT | ARTICLE / WORK / DESCRIPTION / SPECIFICATION   | UNIT PRICE | AMOUNT |
|-----|------|--|------------|--------|
| 1   | Lot  | <p><b>PROCUREMENT OF CONSULTING SERVICES FOR THE BUSINESS MODEL REVIEW AND TRANSFORMATION OF CITEM (PHASE I)</b></p> <p><i>Please see attached Term of Reference for more details.</i></p> <p><b>APPROVED BUDGET FOR THE CONTRACT: <u>PHP 952,000.00</u></b></p> |            |        |

**Terms and Conditions:**

- 1) Delivery period: \_\_\_\_\_ working days upon acceptance of Purchase/Job Order.
- 2) Bid price must be **Inclusive of Value Added Tax**.
- 3) Payment will be processed after receipt of invoice. Other terms of payment will be based on the Contract agreed by the Purchaser and Supplier.
- 4) Any alterations, erasures or overwriting shall be valid only if they are signed or initialed by the bidder or his/her authorized representative.
- 5) Required documents, if any, must be submitted within 3 Days after receipt of notice.

The CITEM-BAC reserves the right to reject any or all bids offer and waive any defects therein and accept bid/s it may consider advantageous to the government.

  
**ATTY. ANNA GRACE I. MARPURI**  
BAC Chairman

TO: CITEM Bids and Awards Committee:

Per your request, I/we have indicated the prices of the above-mentioned article(s)/work(s) on the unit price/amount column above. I/We also certify that we have read, understood, and shall conform with the terms and conditions of this requirement.

\_\_\_\_\_  
Date Submitted

\_\_\_\_\_  
**Signature over printed name of the Authorized Company Representative**

Designation: \_\_\_\_\_

Telephone No(s): \_\_\_\_\_

Email: \_\_\_\_\_

**TERMS OF REFERENCE**  
**PROCUREMENT OF CONSULTING SERVICES**  
**FOR THE BUSINESS MODEL REVIEW AND TRANSFORMATION OF CITEM (PHASE I)**

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## **1.0 BACKGROUND**

The Center for International Trade Expositions and Missions (CITEM) is the export promotion arm of the Department of Trade and Industry (DTI), whose mandate is to market and promote the Philippines as a reliable source of quality export products and services in the global market through trade fairs and missions and other export promotions programs. CITEM enables Philippine companies to become global champions through sustainable export promotion programs and activities to fulfill this mandate. By 2023, it envisions itself as a globally recognized export promotion authority that brings Philippine products and services to priority markets.

CITEM organizes locally held international trade Signature Events -- Manila FAME, IFEX Philippines NXTFOOD Asia, CREATE Philippines, and Sustainability Solutions Expo (SSX). Manila FAME prides itself as a highly curated show featuring local MSMEs and artisan communities from home, fashion, and lifestyle industries. IFEX Philippines: NXTFood Asia is CITEM's banner food event for Asian and Philippine food and ingredients, while CREATE Philippines showcases the capabilities of the country's Creative Industries such as Visual Arts & Graphic Design, Advertising Content & Production, Film & Animation, Digital Games & Apps, Music, and Performing Arts. CITEM's newest addition to its roster of signature events is Sustainability Solutions Expo (SSX). Set to preview this year's edition of IFEX Philippines, SSX will have its introductory edition this November. It will feature the latest sustainability processes and practices that champions F&B manufacturers and producers who conduct business with economic and environmental sustainability in mind.

In FY2020, CITEM launched its first Digital Trade Community Platform (DTCP) for the home, fashion, lifestyle (HFL) sector called FAME+. The CITEM's first foray into digitalizing its export promotion services for the Philippine exporters in the HFL sector. Moreover, in the same year, CITEM mounted its first hybrid-type of participation in OTFs such as CAEXPO 2020 and CIIE 2020, its first digital participation in Maison et Object (MoM) and More digital trade fair, and launched several online webinars and learning sessions for exporters using various social media platforms.

For FY2021, CITEM will launch its first DTCP for the food and beverage (F&B) sector under its banner signature food show IFEX Philippines NXTFOOD Asia, and content-driven websites for FOOD Philippines and its other banner shows SSX and CREATE Philippines. Moreover, it will continue to implement online webinars and learning sessions to support its banner shows and OTF participation.

### *CITEM Vision, Mission, and Core Values, 2018-2023*

CITEM is committed to developing, nurturing, and promoting globally competitive small and medium enterprises (SMEs), exporters, designers, and manufacturers by implementing an Integrated Approach to Export Marketing in partnership with other government and private entities. CITEM's vision is to be a globally recognized export promotion agency that brings Philippine products and services to priority markets by 2023. Its mission is to enable Philippine companies to become global champions through sustainable export promotion programs and

activities. The core values that guide its operations are represented by the acronym S-E-R-V-E: Stakeholder-Centric, Excellence, Resource stewardship, Versatility, and Empowerment.

### *CITEM Medium-Term Strategy 2019-2022*

For 2019-2022, CITEM adopted its primary goals of being competitive for the fast-changing global market and achieving financial sustainability. To achieve this, CITEM's medium-term strategy for said period involves: Retooling the organization to be competitive in the global market by 1) implementing exhibitions + digital marketing projects as a core service; and 2) promoting eco-sustainability themes across all Signature Events of CITEM; and 3) ensuring financial sustainability 4) creating an information-driven culture and 5) enhancing the competencies of the CITEM workforce

### *Negative Impact of COVID-19 Pandemic on CITEM Operations*

As a Government-Owned and Controlled Corporation (GOCC), CITEM currently earns business revenues from exhibitor participation fees, management fees, CCSD services, traditional/online media advertising, and corporate sponsorships (i.e., savings not used as project expense). All its projects are 100% subsidized by the national government. The onset of the global COVID-19 pandemic in March 2020 adversely affected CITEM operations since most, if not all, CITEM projects involved international and domestic travel and mass gatherings that were prohibited or restricted due to community quarantines.

With the limited diversity of sources of business revenues of CITEM, the COVID-19 pandemic brought about a substantial decline in CITEM Cost Recovery Ratios (CRR) from 46.56% in FY2019 to 13.28% in FY2020. In comparison, CITEM total income declined by 80% from PHP100.267M to PHP20.128M during the same period due to cancelled projects and a smaller contingent of exhibitor participants in remaining projects during the year. Digitalized CITEM services (as well as others) were explored as possible sources of revenue. But since its digital projects were newly launched, due to a lack of information/knowledge on the market for these services and other important factors to consider, charging CITEM stakeholders/customers for digitalized services was held off for further study before implementation.

## **2.0 PROJECT RATIONALE**

The pandemic has pushed CITEM to pursue digital marketing sooner than intended. Restrictions in events and travel prove digital as an efficient, sustainable, and effective mode of promotions. The expansion of CITEM's services from an exhibition agency to an exhibition + content agency requires a comprehensive business model review.

This Business Model<sup>1</sup> Review and Transformation<sup>2</sup> project is being proposed to address these needs. It is intended to be implemented in three (3) phases as follows:

Phase 1 – Business Model Review

Phase 2 – 360 Degree Internal Assessment of Agency

Phase 3 – Transformation Execution

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<sup>1</sup> A business model describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural, or other contexts. It is a framework for how a company will create value and make money. Source: [https://en.wikipedia.org/wiki/Business\\_model](https://en.wikipedia.org/wiki/Business_model)

<sup>2</sup> Business model transformation is the process of business model construction and modification in order to unlock hidden opportunities, create more value, generate more revenues. Business model transformation is also called business model innovation and forms a part of business strategy. Source: [https://en.wikipedia.org/wiki/Business\\_model](https://en.wikipedia.org/wiki/Business_model).

This **Terms of Reference (TOR)** refers to **Phase 1** of the Business Model Review and Transformation Project and is being proposed to achieve the following primary objectives as we expand our core service from exhibitions to exhibitions + content:

1. Evaluate CITEM current cost structure and business model
2. Identify key partners/stakeholders in the exhibitions + content space
3. Determine how CITEM's key activities should evolve, how this will affect human resources and operating system
4. Evaluate and recreate value proposition
5. Draw up expanded customer segments and corresponding customer relationships/journeys
6. Draw up expanded/diversified revenue streams, short-term and long-term.

### 3.0 SCOPE OF WORK AND JOB SPECIFICATIONS

The scope of work of the Consulting Services provider for the Business Model Review and Transformation Project shall include the delivery of but are not limited to the following:

#### 3.1 CITEM Business Model Review

- a. Assessment of current CITEM Business Model and related cost structure
- b. Identification of Customer Journey Maps for current customers
- c. Identification of CITEM Competitive Position Map
- d. Identification of CITEM Value Proposition Map

#### 3.2 Potential Revenue Sources

- a. Identification of Expanded Customer Personas
- b. Identification of Expanded Markets
- c. Market Sizing of potential new customers or market
- d. Expansion/Diversification of Services from Exhibition to Exhibition + Content

#### 3.3 CITEM Future Business Model and Strategies

- a. Competitive Position Map
- b. Value Proposition Map
- c. Customer Journey Maps
- d. Strategies and Tactics Prioritization Matrix
- e. CITEM Future Business Model/s (ranked or categorized according to what can be prioritized or implemented over the short-, medium- and long-term period, identifying quick-wins and 'low-hanging fruits that can be easily implemented with low resource requirements)
- f. Roadmap/Plan to Business Transformation over a 3-5-year period (identifying Key Resource Requirements, Partners, Programs and Activities, Milestones, Risks, Performance Metrics, as applicable.

The Consulting Services provider is expected to deliver the abovementioned outputs implemented through workshops, desk research, field research, interviews, market surveys, analytics, or other means as necessary. The Consulting Services provider is expected to consolidate required outputs into a final report for CITEM evaluation.

**4.0 EVALUATION CRITERIA for the Consulting Services Provider**

The proposals for the Consulting Services provider will be evaluated based on criteria and point system below:

| Evaluation Criteria  | Points         |
|--|----------------|
| <i>Based on the CVs of Consultants and the Consulting Service providers' profile</i>   |                |
| <b>1. Statement of Ongoing and Completed Contracts/Projects</b><br>Preferably with at least five (5) years of proven track record in Business Model Reviews, Business Transformation, and/or Digital Transformation engagements, servicing local and international companies <b>indicating outputs and outcomes of those engagements</b> | 40 pts         |
| <ul style="list-style-type: none"> <li>• Five (5) years or more (40 points)</li> <li>• Below five (5) years (38 points)</li> </ul>   |                |
| <i>Based on the CVs of Consultants and their record of relevant services</i>   |                |
| <b>2. Experience and Capability</b> of the personnel to be assigned to the Project demonstrated based on their records of engagements with previous and current clients and geographical distribution of current and <b>pending</b> projects   | 30 pts         |
| <ul style="list-style-type: none"> <li>• More than five (5) engagements (30 points)</li> <li>• Three (3) to five (5) engagements (25 points)</li> <li>• Below three (3) engagements (20 points)</li> </ul>   |                |
| <i>Based on the Methodology and Work Plan for the BMRW Engagement</i>  |                |
| <b>3. Plan of approach and methodology</b> with emphasis on clarity, feasibility, innovativeness, and comprehensiveness of the work plan, including but not limited to, quality of the interpretation of project problems, risks, and suggested solutions  | 30 pts         |
| <ul style="list-style-type: none"> <li>• Complete adherence to the requirements of plan of approach and methodology (30 points)</li> <li>• Adherence to methodology only (15 points)</li> <li>• Adherence to plan of approach only (15 points)</li> </ul>  |                |
| <b>TOTAL</b>   | <b>100 pts</b> |

Hurdle rate: **80 points**

Assignment of a Technical Working Group (TWG), which will include representatives from the Procuring Entity and one (1) CITEM Consultant, shall evaluate the proposals from interested Consulting Services providers.

**5.0 PERIOD OF ENGAGEMENT**

The engagement of Consulting Services shall commence from the issuance of the Notice to Proceed or after the signing of the Job Order/Contract, whichever comes first, and terminates within thirty (30) days from the CITEM Executive Director's acceptance and approval of the Final Report. Any extension of the engagement is subject to discussion and should be mutually agreed upon by CITEM and the Consulting Services provider.

Likewise, the Consulting Services provider shall not assign the contract or sub-contract any portion of its services without the consent and at no additional cost to CITEM.

**6.0 PROJECT MILESTONE, PROPOSED TIME FRAME\*, AND INDICATIVE PAYMENT TRANCHE**

| Project Milestone   | Proposed Time Frame* | Payment Tranches |
|---|----------------------|------------------|
| • Pre-work of Consultant  | Week 1               | 30%              |
| • Engagement Proper<br>• Upon completion of the following:<br>1) Item 3.1 CITEM Business Model Review<br>2) Item 3.2 Potential Revenue Sources, Submission of the interim completion report on Items 3.1 and 3.2, and approval said the report by the Executive Director of CITEM | Week 2-5             |                  |
| • Upon completion of Item 3.3 CITEM Future Business Model/s and Strategies, submission of interim completion report on Item 3.3, and approval of the said report by the Executive Director of CITEM   | Weeks 6-10           | 50%              |
| • Upon submission of Final Report to CITEM and approval of the said report by the Executive Director of CITEM   | Weeks 11-15          | 20%              |
| <b>Total</b>  |                      | <b>100%</b>      |

\*To be discussed and agreed with the Consulting Services provider.

**7.0 MODE OF PROCUREMENT**

The mode of procurement for this requirement shall be through Alternative Mode - Small Value Procurement (SVP).

**8.0 APPROVED BUDGET FOR THE CONTRACT (ABC)**

The approved budget for the Contract is **NINE HUNDRED FIFTY-TWO THOUSAND PESOS ONLY (₱952,000.00)** inclusive of 12% VAT and all applicable taxes and fees that may be incurred contingent with the performance of the consulting services requirement that may include, but not limited to, the purchase of disinfection and health protective personal equipment and PCR diagnostic testing, and processing of local travel requirements that may be required in line with face-to-face encounters during the engagement period.

Noted by:

Recommending Approval:



**C/TIDS ROMINA AUREA C. MAGNO**  
Officer-In-Charge  
Corporate Planning Division



**MA. LOURDES D. MEDIRAN**  
Deputy Executive Director

Approved by:



**PAULINA SUACO-JUAN**  
Executive Director