

**GOVERNMENT OF INDIA  
MINISTRY OF HEAVY INDUSTRY AND PUBLIC ENTERPRISES  
DEPARTMENT OF HEAVY INDUSTRY  
UDYOG BHAWAN, NEW DELHI – 110011**

**NOTICE INVITING EXPRESSION OF INTEREST (EoI) FOR SHORTLISTING CONSULTANT /  
CONSULTANCY FIRMS FOR PERFORMANCE IMPROVEMENT CONSULTANCY SERVICES AND  
ITS IMPLEMENTATION IN HEAVY ENGINEERING CORPORATION LTD, RANCH A CPSE  
UNDER DHI.**

- **The last date for submission of Expression of Interest (EoIs) has been extended to 17.07.2015 at 3.00 PM.**
- **The date for opening of the Expression of Interest (EoIs) responses is accordingly postponed to 22.7.2015 at 3.00 PM.**

## FAQs

**Question 1** Does the scope only include planning for implementation or assistance in implementation? It is not clear from the currently drafted scope of work due to terms like "Implementation planning with actions to achieve the target" and "Association in implementation of the performance improvement programme in HEC". Because the total duration mentioned is only 3 months, is it correct to assume that only planning for implementation is included and not full actual implementation? **(Ref. Clause no: 3.4.3 and 3.6.4, Page no: 5 & 6)**

**Reply** Scope of work also includes Association in implementation of improvement plan prepared/worked out by the Consultant. Three (3) months is for Analysis, Benchmarking, Target Setting, Actions to achieve the target sets, Implementation Plan of Actions. Actual Implementation will be started after approval of performance improvement plan having targets, actions and implementation schedule.

**Question 2** Is the consultant expected to work out of Delhi (Department of Heavy Industries) Or Ranchi (HEC office)? Of the 3 months, what % of days the consultant would be expected to spend in HEC, Ranchi? **(Ref. Clause no: 3.4, Page no: 5)**

**Reply** Assignment is for performance improvement in HEC. Consultant will have to collect data/ information pertaining to HEC, analyse and discuss with HEC Team for setting Targets based on industry benchmarks, Actions and time frame for implementation of actions to achieve the targets by stationing at HEC, Ranchi. Desk work may be carried out at Consultant's Office. Clarification required needs to be submitted to DHI with a copy to HEC. Consultant, based on their past experience, need to estimate the time they will require to spend at HEC Ranchi.

**Question 3** Due to Non-Disclosure Agreements (NDA) signed with our clients, we are not able to disclose client names and submit copy of the work orders to HEC. Instead, as an appropriate documentary proof, we can submit self-declarations indicating that the work was completed by KPMG along with other relevant details as mentioned by HEC, which will be signed by authorised signatory, who has a valid power of attorney. Hence, request you to accept duly signed self-declarations instead of work orders. **(Ref. Clause no: 2 and 3.b and 4.2 Page no: 12 and 13)**

**Reply** In case of NDA, in addition to self certification, Consultant will have to mention brief about the company (without quoting the name) including work carried out. In addition, Consultant will have to show the document at the time of evaluation of the EOI/Bid.

**Question 4** We understand the "restructuring" credentials would mean any kind of sales improvement, cost reduction, process improvement, efficiency/ productivity enhancement, and other similar work across any department within the relevant sectors (heavy engineering/ engineered good/automotive or large process industries). Please confirm. **(Ref Clause no: 4.3.1 Page no: 7)**

**Reply** Yes. This pertains to business restructuring to improve sales and profitability.

5.

**Question 5** Please specify for the purpose of submission of relevant /credentials, what sub-industries are covered under "large process industries". We understand Oil and Gas, Energy/Power, Mining, Chemicals, etc are part of large process industries. Please confirm. **(Ref. Clause 5.1. Page no: 8)**

**Reply** Large process industry under this EOI means the manufacture of Steel, Fertilizer, Cement, sugar and paper and not the power, oil or mining.

**Question 6** Wherever HEC seeks "number of restructuring works" under the evaluation criteria, we'll be able to only self-certify such consultancy works and not be able to submit work orders or other documentary proofs since coordinating with our global offices for obtaining proofs for more

than 150 consultancy works is time consuming and hence not possible in the given time frame. Please accept this request. **(Ref. Clause 5.1.c Page no: 8)**

**Reply** Request for self certification may be agreed provided, documents are provided within 15 days.

**Question 7** We understand that profitability of consulting firms is typically evaluated at EBITDA level. Please Confirm. Or else, Please change to clause 2 to profitable operations in atleast two of the last 4 years. We have seen this while submitting our bids against other PSU EOIs and RFPs. **(Ref. Clause 4.4.2 Page no: 7)**

**Reply** EBITDA i.e. earnings before interest, tax, depreciation and amortization is measurement of a company's operating profitability. Request for EBIDTA may be agreed.

**Question 8** We noticed that there is no limitation on our liability under the EOI. We request to limit our liability to one time the fees we will receive under this mandate when we win the tender. **(Ref. Clause 3 Page no: 5)**

**Reply** Yes, this is limited to Fee, Consultant will receive.

**Question 9** INR 50 Cr of consulting revenues for achieving max 12 marks only from restructuring products appears to be very high. Request you to scale down the criteria so as max marks can be achieved if fee revenues are > 10 Cr. **(Ref. Clause 5.1.H Page no: 9)**

**Reply** Criterion was designed to have best bid/offer. Limit was fixed to avoid firms with lesser experience in this type of assignment. Moreover, qualifying mark has been kept only 60. As such suggested modification is not acceptable.

**Question 10** There are limited no. of Indian Companies with turnover in excess of INR 25,000 Cr p.a. in large process industries. Request you to relax both the turnover criteria to INR 2,000 Cr, similar to clause 5.1.H. Also INR 50 Cr of consulting revenues for achieving max 10 marks only from restructuring products appears to be very high. Request you to scale down the criteria so as max marks can be achieved if fee revenues are > 10 Cr. **(Ref. Clause 5.1.I Page no: 9)**

**Reply** Turnover was kept considering large process industry engaged in manufacturing like Steel, Fertilizer, Cement, sugar and paper. For earning, kindly refer clarification at sl. 9 above.

**Question 11** In the 'Documents to be submitted along with EOI section, following documents are asked – Copy of certificate of incorporation, Memorandum & articles of association, latest audited financial statements, declaration statement (for not blacklisting by government agencies) *Should the above mentioned documents to be submitted for the Indian entity or the global entity?*

**Reply** It should be for both Global and Indian Entity

**Question 12** In the 'Information pertaining to evaluation criterion section, following is mentioned - "turnover from restructuring projects" *Does this turnover refer to global turnover or Indian turnover? (turnover for restructuring projects in heavy engineering/ engineered products/ automotive sectors & turnover for restructuring projects in large process industry)* **(Ref. Point no. 7 of Formats for Information)**

**Reply** Global Turnover as well as Turnover from restructuring of Indian Companies. **Kindly Ref. 5.1.B and 5.1.H of evaluation criterion**

**Question 13** In the 'Information pertaining to evaluation criterion section "Certificates of documents in support of the work executed for the projects with ministries and governments" have been asked. *Does the supporting documents include work awarding contract from the client?*

**Reply** Yes

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**EXPRESSION OF INTEREST (EoI)**

**Notice Inviting Expression of Interest (EoI) for shortlisting Consultant/  
Consultancy Firms for performance improvement consultancy services**

The Department of Heavy Industry, Ministry of Heavy Industry and Public Enterprises, Govt. of India intends to hire a consultancy firm for the subject of performance improvement consultancy services and its implementation in Heavy Engineering Corporation Ltd., Ranchi a CPSE under DHI.

The Department of Heavy Industry invites Expression of Interest (EoI) from agencies, which have requisite experience in this field as detailed in the EoI uploaded on the website of DHI (<http://DHI.nic.in/>). Hard copy of the same can be obtained from the address given below.

The EOI may be submitted in a sealed envelope through Speed Post/Registered Post or delivered by hand super scribing "Performance Improvement in HEC Ltd -EoI proposal" on top of the envelope to the following address. The last date for submission is 3.7. 2015.

**Address:**

Smt. Vinita Srivastava,  
Director, DHI,  
Ministry of Heavy Industry and Public Enterprises,  
Room No. 123 A  
Udyog Bhavan  
New Delhi -110011  
Tele : : 91-11-23063334.

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**EXPRESSION OF INTEREST (EoI)**

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Expression of Interest (EoI) for short listing Consultant/ Consultancy Firms  
for performance improvement consultancy services

for

Heavy Engineering Corporation Ltd., Ranchi, a CPSEs under Department of  
Heavy Industry, Ministry of Heavy Industry and Public Enterprise, Govt. of  
India

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**EXPRESSION OF INTEREST (EoI)**

**Notice Inviting Expression of Interest (EoI) for shortlisting Consultant/  
Consultancy Firms for performance improvement consultancy services**

**1. Background**

- 1.1. Department of Heavy Industry, Ministry of Heavy Industry and Public Enterprises, has a vision of developing a globally competitive, growth oriented and profitable heavy industry in India; to achieve the same it has set growth and profitability targets for public sector enterprises across automotive, heavy electrical and capital goods sectors.
- 1.2. The department of Heavy Industry, Government of India, through its program of rejuvenation of central public sector enterprises in automotive, heavy electrical and capital goods sectors, seeks to improve the financial standing of Heavy Engineering Corporation.
- 1.3. Heavy Engineering Corporation is one such public sector enterprise in the capital goods sector which Department of Heavy Industry, Ministry of Heavy Industry and Public Enterprises, plans to rejuvenate.
- 1.4. Heavy Engineering Corporation (HEC) a Public Sector Undertaking, under Ministry of Heavy Industry, Government of India, is a leading organization in India.

**2. About HEC**

HEC was incorporated on 31.12.1958 under the Companies Act, 1956 with the primary objective of achieving self-sufficiency and self-reliance in the field of design and manufacture of equipment and machinery for core sector, especially steel industries.

**2.1. HEC Operations**

- 2.1.1. Currently, the company is engaged in the manufacture and supply of capital equipment, machine tools and spares needed for the core sector industries namely; steel coal, cement, power, defense, aluminum, ship building and railways etc.
- 2.1.2. The company has three manufacturing units in Ranchi and one project and consultancy division
  - 2.1.2.1. Foundry Forge Plant (FFP)
  - 2.1.2.2. Heavy Machine Building Plant (HMBP)
  - 2.1.2.3. Heavy Machine Tool Plant (HMTP)
  - 2.1.2.4. Project Division (TKP)
- 2.1.3. The re-assessed capacity of the plants as done by NPC are as follows
  - 2.1.3.1. FFP : 28956 T of casting and forgings
  - 2.1.3.2. HMBP : 17658 T of equipment and structures
  - 2.1.3.3. HMTP : 1335 T of machine tools and accessories

## **2.2. HEC strategic objectives**

- 2.2.1. To achieve its vision and mission, HEC has set for itself the following goals.
- 2.2.2. To have sustained growth of 20% and achieve sales/production level of INR 2000 Cr. by 2018-19.
- 2.2.3. To provide adequate return on capital employed, primarily through improvement in operational efficiency, capacity utilization & productivity, in order to generate adequate internal resources to finance the company's growth.
- 2.2.4. To enable each employee to achieve his optimum potential, improve his capabilities, perceive his role and responsibilities and participate in and contribute to the growth and success of the company.
- 2.2.5. To continuously invest in human resources and be alive to their needs, hopes and aspirations.
- 2.2.6. To build a high degree of customer confidence by providing increased value for their money through improved product quality, delivery, performance and customer service.
- 2.2.7. To upgrade and modernize existing facilities with the aim of increasing availability/productivity of machines/equipment and removing bottlenecks; create new facilities to enter into new business areas.
- 2.2.8. To achieve technological excellence in operation by upgrading IT, development of indigenous technology and efficient absorption and adaptation of imported technologies to suit business needs of priorities with a view to providing a competitive advantage to the company.

## **2.3. Performance improvement objectives**

- 2.3.1. The Department of heavy industry seeks performance improvement proposals from consultants to help Heavy Engineering Corporation achieve its growth and profitability objectives.
- 2.3.2. The performance improvement exercise should focus on both cost reduction and sales improvement across the company driving margin improvements and impact on both the topline and bottomline for the company.
- 2.3.3. The performance improvement exercise should generate sustainable business benefits across multiple years.
- 2.3.4. The performance improvement exercise should have a strong controlling and MIS mechanism with Enterprise Resource Planning.
- 2.3.5. The benefits of the performance improvement exercise should be clearly measurable and translate into Heavy Engineering Corporation's financial statement benefits.

## **3. Scope of work**

- 3.1. The performance improvement exercise should be holistic to include both growth and cost reduction objectives.
- 3.2. The performance improvement exercise should cover all functions of the Heavy Engineering Corporation.
- 3.3. The performance improvement exercise should identify both short term and long term improvement measures of Heavy Engineering Corporation.
- 3.4. The performance improvement exercise shall have in scope the following
  - 3.4.1. Diagnosis and opportunity identification through benchmarking and internal analysis of existing activities. This should include review of modernization plan of HEC.
  - 3.4.2. Target setting to achieve the identified opportunity.
  - 3.4.3. Implementation planning with actions to achieve the target.



- 3.4.4. The duration of the performance improvement exercise is expected to be 3 (three) months.
- 3.5. The project term needs to be structured in a way to ensure across functional integration of actions.
- 3.6. The assignment should result in clear assessment of Opportunity Identification, Target Setting and Planning for Implementation by HEC.
  - 3.6.1. Opportunity identification: A diagnostic shall be conducted across all functions of the company to identify areas of development;
    - 3.6.1.1. Functions under the scope may include, among others, the followings in specific context of product identification, design/technology & their possible sources and expected revenue from each product:-
      - 3.6.1.1.1. Sales & marketing
      - 3.6.1.1.2. Manufacturing
      - 3.6.1.1.3. Research & development
      - 3.6.1.1.4. Purchase & supply chain
      - 3.6.1.1.5. Quality
      - 3.6.1.1.6. Finance & controlling
      - 3.6.1.1.7. Working capital
      - 3.6.1.1.8. General & administration (incl. Human resources)
    - 3.6.1.2. The diagnostic needs to be based on interviews with all relevant stakeholders of the company.
    - 3.6.1.3. Additionally, the company needs to be benchmarked against relevant competition on all profitability drivers to identify gap from competition.
    - 3.6.1.4. The results of the diagnostic should clearly identify opportunity areas with quantified potential improvement.
  - 3.6.2. Target setting: Targets to be set on areas among others like sales improvement, functional cost reduction, process improvements. Targets need to be set with the objective of making the company “best-in-class” in the long term. Targets need to be clearly justified based on the identified opportunity and internal capability of Heavy Engineering Corporation along with a realistic path of achievement.
  - 3.6.3. Implementation planning: A detailed implementation plan needs to be developed to achieve the targets
    - 3.6.3.1. Identification of initiatives to achieve the targets set across functions
    - 3.6.3.2. Detailed breakdown of initiatives into actionable steps with timelines
    - 3.6.3.3. Design and set up project management office
    - 3.6.3.4. Change management and communication planning
  - 3.6.4. Association in implementation of the performance improvement programme in HEC
  - 3.6.5. DHI reserves right to change scope of work, if required during the finalization of Bid Process.
  - 3.6.6. Any changes in scope of work, if required, after finalization/ placement of order will be done on mutual cooperation.

#### **4. Minimum eligibility/qualifying criteria for the submission of EOI**

Following are the essential qualifying criteria for agency to qualify for the assignment

- 4.1. Should be a private/public limited companies or partnership firms. Individuals are not eligible to participate in this EOI.

4.2. **Global strength of the bidder**

4.2.1. Management consultancy with international presence.

4.2.2. Consulting Workforce of at least 1,200 consultants globally.

4.2.3. Registered an average annual turnover of an equivalent of INR 3,000 Cr globally during last 3 (three) financial years

4.2.4. Delivered at-least 3 (three) significant projects of each at least 6 (six) months duration with Government agencies managing industrial bases in the last 3 (three) years.

4.2.5. Possesses legal mandate and is free from all legal encumbrances to deliver restructuring services.

4.2.6. Should not be encumbered in any way with any existing mandate with HEC, whether or not conflicting.

4.3. **Restructuring and industry competence of the bidder**

4.3.1. Track record of delivering restructuring / performance improvement project for at least 10 (ten) years

4.3.2. Track record of having delivered at least 10 (ten) restructuring projects in last 3 (three) years.

4.3.3. Track record of delivering at least 3 (three) projects of minimum duration of 6 (six) months each, in heavy engineering / engineered product / automotive sectors / process industry engaged in manufacturing, in the last 3 (three) years.

4.4. **India competence.**

4.4.1. Established local presence in India for at least 3 (three) years based on date of incorporation of India entity.

4.4.2. Indian entity should have a track record of profitable operation for the last 2 (two) years.

4.4.3. India track record of having completed restructuring project in heavy engineering / engineered products / automotive sectors.

4.4.4. India track record of having at least 3 (three) consultants currently based in India with each having at least 12 (twelve) months of restructuring experience in heavy engineering/ engineered products / automotive sectors.

4.4.5. India track record of having at least 2 (two) project managers with experience of leading 20+ consultants on restructuring projects of at least INR 2000 Cr Revenue Company in heavy engineering / engineered products / automotive sectors / "25000 Cr Revenue Process Industry engaged in manufacturing". These should have at least 4 (four) years of Industry experience in heavy engineering/engineered products or automotive/ large process industry engaged in manufacturing and 4 (four) years of consulting experience.

4.4.6. The bidder should have global resources available in India to lead the project with a track record of at least 10 (ten) years of working in India and leading large team on restructuring project in India, of which at least 1 (one) is a restructuring project for a client with annual turnover more than INR 2000 Cr in heavy engineering/engineered products or automotive sectors / 25000 Cr process industry engaged in manufacturing. One such resource person shall lead/oversees this restructuring project for Heavy Engineering Corporation, locally.

4.4.7. The bidder should be able to demonstrate a global team of experts with industrial and consulting experience in India.

4.5. The Firm/Bidder should not have been blacklisted by any state government, central government or any other public sector undertaking or a corporation as on the date of EoI. An undertaking to this effect should be submitted.

**5. EVALUATION CRITERIA FOR THE EOIS**

#	Parameter	Unit	Wt./ Marks	Evaluation Criteria
1	Experience in delivering restructuring projects in heavy engineering /engineered products/ automotive sectors / large process industry engaged in manufacturing <b>(65 marks)</b>			
	A) Experience of having delivered similar consultancy assignments for Government agencies and Ministries globally	Nos.	7	< 3 ----- 0.0 marks 3 nos. ----- 3.5 marks 4 nos. ----- 4.5 marks 5 nos. ----- 5.5 marks 6 nos. ----- 6.5 marks 7 and more ----- 7.0 marks
	B) Aggregate global turnover from restructuring products in last 3 years	Rs. Cr.	7	Less than 10 ----- 0.0 marks 10 to 49.99 ----- 3.5 marks 50 to 99.99 ----- 4.5 marks 100 to 199.99 ----- 5.5 marks 200 to 299.99 ----- 6.5 marks 300 and above ----- 7.0 marks
	C) Number of restructuring assignments undertaken in the last 3 years globally	Nos.	7	Less than 10 ----- 0.0 marks 10 to 24 ----- 3.5 marks 25 to 49 ----- 4.5 marks 50 to 99 ----- 5.5 marks 100 to 149 ----- 6.5 marks 150 and above ----- 7.0 marks
	D) Number of restructuring projects of minimum duration of 12 months each, in heavy engineering/engineered products / automotive sectors, in the last 3 years globally (0 marks given if number is 0)	Nos.	7	1 ----- 3.5 marks 2 ----- 4.5 marks 3 ----- 5.5 marks 4 ----- 6.5 marks 5 and above ----- 7.0 marks
	E) Number of restructuring projects of minimum duration of 12 months each in large process industry engaged in manufacturing, in the last 3 years globally (0 marks given if number is 0)	Nos.	4	1 ----- 2.0 marks 2 ----- 2.5 marks 3 ----- 3.0 marks 4 ----- 3.5 marks 5 and above ----- 4.0 marks
	F) Number of global consulting projects of minimum duration of 6 months each (not necessarily limited to restructuring) in heavy engineering/engineered products / automotive sectors, in the last 3 years.	Nos.	7	3 to 4 ----- 3.5 marks 5 to 6 ----- 4.5 marks 7 to 8 ----- 5.5 marks 9 to 10 ----- 6.5 marks More than 10 ----- 7.0 marks
	G) Number of global consulting projects of minimum duration of 6 months each (not necessarily limited to restructuring) in large process industry engaged in manufacturing,	Nos.	4	3 to 4 ----- 2.0 marks 5 to 6 ----- 2.5 marks 7 to 8 ----- 3.0 marks 9 to 10 ----- 3.5 marks More than 10 ----- 4.0 marks

#	Parameter	Unit	Wt./ Marks	Evaluation Criteria
	in the last 3 years.			
	H) Aggregate turnover from restructuring project for companies with revenue > INR 2000 Cr p.a. in heavy engineering/ engineered products / automotive sectors, in the last 3 years in India (0 marks given if turnover is 0)	Rs. Cr.	12	>0 & < 9.99 ----- 3.0 marks 10 to 19.99 ----- 5.0 marks 20 to 34.99 ----- 8.0 marks 35 to 49.99 ----- 11.0 marks 50 & above ----- 12.0 marks
	I) Aggregate turnover from restructuring project for companies with revenue > INR 25000 Cr p.a. in large process industry engaged in manufacturing, in the last 3 years in India (0 marks given if turnover is 0)	Rs.Cr.	10	>0 & < 9.99 ----- 3.0 marks 10 to 19.99 ----- 4.0 marks 20 to 34.99 ----- 6.0 marks 35 to 49.99 ----- 8.0 marks 50 & above ----- 10.0 marks
2	<b>Relevant experience of project team personnel (35 marks)</b>			
	a) Number of consultants with at least 12 months of restructuring experience in heavy engineering/engineered products / automotive sectors, in last 3 years in India		18	3 ----- 9.0 marks 4 to 5 ----- 12.0 marks 6 to 7 ----- 14.0 marks 8 to 9 ----- 16.0 marks 10 and above ----- 18.0 marks
	b) Number of consultants with at least 12 months of restructuring experience in large process industry engaged in manufacturing, in last 3 years in India		5	3 ----- 2.5 marks 4 to 5 ----- 3.0 marks 6 to 7 ----- 3.5 marks 8 to 9 ----- 4.0 marks 10 and above ----- 5.0 marks
	c) Number of International consultants (based outside India) each with more than 6 months of restructuring experience in heavy engineering/engineered products / automotive sectors, in India (0 marks given if number is 0)		9	1 ----- 4.5 marks 2 ----- 5.5 marks 3 ----- 6.5 marks 4 ----- 7.5 marks 5 or more ----- 9.0 marks
	d) Number of International consultants (based outside India) each with more than 6 months of restructuring experience in large process industry engaged in manufacturing, in India (0 marks given if number is 0)		3	1 ----- 1.0 marks 2 ----- 1.5 marks 3 ----- 2.0 marks 4 ----- 2.5 marks 5 or more ----- 3.0 marks

Only those agencies that score minimum 60% marks on the criteria will be shortlisted. All the successfully shortlisted agencies will be issued RFP containing both technical and financial components.

## 6. DOCUMENTS TO BE SUBMITTED AS PART OF EOI

- 6.1. Covering letter on firm's letter head
- 6.2. Copy of certificate of incorporation

- 6.3. Memorandum and Articles of association
- 6.4. Profile of the organisation - scope of work, type of services, key achievements,
- 6.5. details of Awards or recognition won etc if any
- 6.6. Curriculum Vitae (CV) of Senior Management (Maximum of 5 members)
- 6.7. Latest audited financial statements (Balance Sheet and P&L account)
- 6.8. Declaration statement on letter head (about not blacklisting by government agencies)
- 6.9. Information pertaining to eligibility criterion and Evaluation Criterion

## **7. TERMS AND CONDITIONS**

### **7.1. Language of Eol**

The Eol, and all correspondence and documents related to Eol exchanged by the Firm/Bidder should be in English.

### **7.2. Disqualification of EOIs**

The Eol submitted by agency is liable to be disqualified if

- i. Not submitted in accordance with the Eol document
- ii. Eol received in incomplete form
- iii. Eol received after due date and time
- iv. Eol not accompanied by all requisite documents

### **7.3. Ministry reserve the right to the following**

- 7.3.1. Reject any or all proposals received in response to the Eol without giving any reason whatsoever
- 7.3.2. Extend the time for submission of Eol
- 7.3.3. Modify the Eol document, by an amendment that would be published on the website

## **8. SUBMISSION OF EOI**

8.1. The EOI may be submitted in a sealed envelope through Speed Post/Registered Post or delivered by hand super scribing "EOI – Performance Improvement in HECL" on top of the envelope to the following address. The last date for submission is. 03. 07. 2015.

Smt. Vinita Srivastava,  
Director, DHI,  
Ministry of Heavy Industry and Public Enterprises,  
Room No. 123-A, Udyog Bhavan  
New Delhi –110011  
Tele : 91-11-23063334.

8.2. Documents needs to be submitted as soft copies along with the application

## 9. Important Information & Tentative Dates

EOI number	DHI No. 5-5/2015-PE.V
Date of Issuance of the EOI	29.5.2015
Online link for the EOI document	<a href="http://dhi.nic.in">http://dhi.nic.in</a>
Bidder's Conference / Pre Bid Meeting	15.6.2015
Last date for submission of written questions by bidders	19.6.2015
Response to the Queries	26.6.2015
Last date and time of submission of bids	3.7.2015, 3.00 PM
Opening of Eoi Responses	8.7.2015
Evaluation of the Technical Proposal	Within 2 week
Declaration of Short listed Firms	To be informed later
Contact Person	Smt. Vinita Srivastava, Director, Room No. 123-A, Udyog Bhawan, Maulana Azad Road, New Delhi 110011 Telephone No. : 91-11-23063334. Email – vinita9@gov.in
Alternate Contact Person	Shri Arvind Kumar, Deputy Secretary, Room No. 125-B, Udyog Bhawan, Maulana Azad Road, New Delhi. Telephone No. 91-11-23063864 Email – arvinkumar@nic.in

### 1. About Company / Organisation

Name of the Organisation / Company		
Type of the Organisation / Company Private Ltd. or Public limited or Partnership firms		
Date of Incorporation		
Registered Office with Address		
Corporate Office with Address		
Offices abroad and address		
Date since Operating in India		
Offices in India and their Address		
Nos. of Consultant	Global	
	India	
Turnover (Global) during last three years in Indian Currency (Rs. Crore)		

### 2. Details of Significant projects with Government agencies managing industrial bases during Last 3 (three) years.

Name of the project (with small brief)	Name of the Organisation / Agencies	Type of the Organisation / Agency	Duration of the Project	Certificates in Support of the work executed

### 3. Information Pertaining to Restructuring / performance improvement project undertaken by the Company

(a) Years of Experience in Restructuring/ performance improvement project OR Date since when undertaking Restructuring/ performance improvement project	
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<b>(b) Details of Restructuring / performance improvement project undertaken</b>							
Sl. No.	Name of the Project <i>(kindly attach small brief about project)</i>	Duration of the Project	Year Project was undertaken and Finished	Details of Organisation/ Customer to whom service was provided (in heavy engineering / engineered product / automotive sectors / process industry engaged in manufacturing)			
				Name and Address	Engineering / Process / or any other (mention)	Small/ Medium / Heavy	Products being manufactured

#### 4. Information Pertaining to India Competence

##### 4.1. About Indian Entity and Restructuring Experience

Name of the Indian Entity	Date of Incorporation in India	Profitability of Indian Entity in recent past (provide information for atleast two recent years)	Restructuring project completed in heavy engineering / engineered products / automotive sectors in India (Provide separate brief about project)

##### 4.2. India based Consultants and their experience (Consultants currently based in India their restructuring experience in heavy engineering/ engineered products / automotive sectors).

Sl.	Name of the Consultant with Qualification and Experience	Projects undertaken					
		Name of the Project	Duration of Project	Organisation to whom service was provided			
				Name and Address	Engineering / Process / or any other (mention)	Small/ Medium / Heavy	Products being manufactured

##### 4.3. Information about Project Managers – (Project managers with experience of leading 20+ consultants on restructuring projects of at least INR 2000 Cr Revenue Company in heavy engineering / engineered products / automotive sectors / “25000 Cr Revenue Process Industry engaged in manufacturing”. These should have at least 4 (four) years of Industry experience in heavy engineering/engineered products or automotive/ large process industry engaged in manufacturing and 4 (four) years of consulting experience.







**5. Consultancy assignments undertaken in heavy engineering/engineered products / automotive sectors in the last 3 years globally**

Sl	Name of the Project with Brief Description	Year in which Project was undertaken	Duration of the Project (months)	Customer to whom services was provided			
				Name with Address	Type and Size (Turnover)	Products being manufactured	Country where located

**6. Consultancy assignments undertaken in large process industry engaged in manufacturing in the last 3 years globally**

Sl	Name of the Project with Brief Description	Year in which Project was undertaken	Duration of the Project (months)	Customer to whom services was provided			
				Name with Address	Type and Size (Turnover)	Products being manufactured	Country where located

**7. Turnover from restructuring Projects (Rs. Crore)**

Sl	Restructuring project for companies with revenue > INR 2000 Cr in heavy engineering/engineered products / automotive sectors	restructuring project for companies with revenue > INR 25000 Cr p.a. in large process industry engaged in manufacturing
Year 1		
Year 2		
Year 3		

Note : To be certified by Chartered Accountant (In case of doubt/dispute, relevant workorders may be asked)

**8. Information pertaining to experience of project team**

SI	Name and Qualification of the Consultant / Personnel	Whether Internal Consultant based outside India	Consultancy Experience								
			Experience in Years/ months	No. of Projects Undertaken		Details of Restructuring Projects undertaken					
						Project name / details	Duration of Project	Year in which project undertaken	Customer to whom service was provided		
				Total	Restructuring Projects				Name and Address	Classification #	Products being manufactured

# Heavy engineering / engineered products / automotive sectors / Process Industry in manufacturing