

Programme of the development of local suppliers

LETTER OF INTENT

In this letter we express our intention to deliver services for CPV code 79400000-8, Lot 1.

Business Excellence CONSULTING s.r.o. has been founded in March 2006 by Vladimir Braun as continuation of his consulting career, which has started at KPMG Consulting in 2000.

Vladimir Braun acted as Project Manager of KPMG team at two Supplier Development Programmes administered by government agency CzechInvest in Czech Republic. The SDP was originally proposed to Czech Government by the World Bank. KPMG team delivered all field work starting by cooperation on supplier selection and including first business reviews of suppliers, improvement action planning and second business reviews including proposal of short listed suppliers for further support after second BRs. Specific methodology for assessment, based on EFQM Model together with requirements of Multinational Companies has been developed during first SDP and refined during second SDP. Both SDPs were focused mainly on producers of plastic and metal parts for automotive and electronic industry and budget for KPMG portion of work, managed by Vladimir Braun, exceeded 0,3 and 0,5 million EURs.

Business Excellence CONSULTING s.r.o., with Vladimir Braun as director, continues to deliver similar services. World Bank has been positively impressed by delivery of SDP in Czech Republic and proposed same type of programme to Serbia and asked Vladimir Braun to train local assessors and perform assessments together with them in two SDPs in period of time from 2006 to 2010. In 2015 there was pilot SDP in North Macedonia and in 2019 restart of SDP in Serbia, where Business Excellence CONSULTING delivered assessment methodology, training of local assessors and performed business reviews alongside with local assessors. All of these programmes were at least partly focused on automotive industry with MNCs from automotive sector as key stakeholders.

Business Excellence CONSULTING provides other services based on EFQM Model and based on Lean Manufacturing methodology. Business Excellence CONSULTING is EFQM member (*Certificate is attached*), is certified as EFQM Certified Advising Organization with Vladimir Braun as Certified Advisor. Examples are support of Hyundai Motor Manufacturing Czech, the only Hyundai plant in Europe, for participation in Czech National Quality Award based on EFQM Model in 2014, 2017 and 2020 or implementation of selected Lean Manufacturing Principles from 5S to Total Productive Maintenance at one of suppliers of Magna.

Our intentions to participate at SDP in Moldova

Business Excellence CONSULTING is uniquely positioned to deliver services required in Tender Notice and Specifications for the acquisition of consulting services in the frame of the local SDP – Lot 1. We intend to participate on SDP and deliver required services at high standard because there is perfect fit with portfolio of our services and previous experience.

How we meet professional requirements stipulated in Tender Notice

Work experience with Automotive Sector min. 1 year: Business Excellence CONSULTING works with clients from automotive sector from its founding in 2006, either through various Supplier Development Programmes or directly, like projects for Hyundai Motor Manufacturing Czech. Our current project at HMMC can be verified at our contact person, Mr. Tomas Curzydlo at Tomas.Curzydlo@hyundai-motor.cz

Three years of experience in providing similar services and Experience in conducting corporate (audit) evaluations using the EFQM Model: Business Excellence CONSULTING has 14 years of experience in providing assessments based on EFQM Model in various Supplier Development Programmes in Serbia, North Macedonia or Kazakhstan and evaluating organizations based on EFQM Methodology in other countries including Czech Republic, Croatia, Turkey or Dubai.

International experience in conducting corporate evaluations in other countries: Business Excellence CONSULTING conducted evaluations in Czech republic (more than 80), Serbia (more than 30), North Macedonia (5), Croatia (8), Kazakhstan (10) as well as countries like UK, Belgium, Turkey or Dubai.

Professional experience and Qualifications of Team Leader:

Three years of experience in consulting and developing SMEs, of which 2 years of experience in countries with transition economies: Vladimir Braun has 20 years of experience as business consultant primarily focused on SMEs development in Czech Republic, which was considered a transition economy and is counted among developed countries now. He has also delivered more than 500 mandays in other transient countries like Slovakia, Serbia, Croatia, North Macedonia, Kazakhstan, Russia or Slovenia.

Master degree or equivalent level: Vladimir Braun obtained his Master of Science degree at Czech Technical University in Prague in 1985, *Copy of diploma is attached.*

Proven experience as a project manager of the consultancy team responsible for managing at least two projects with a budget of at least EUR 150 thousand each: Vladimir Braun managed KPMG team, which developed assessment methodology and performed assessments of suppliers during first and second Supplied Development Programmes in Czech Republic. KPMG budgets, managed by Vladimir Braun, were more than 0,3 million EURs for first programme and more than 0,5 million EURs for second programme. This can be confirmed by Mr. Vit Svajcr who was head of supplier department at government agency CzechInvest, which administered SDPs. Mr. Svajcr is semiretired now and his contact details will be provided upon request.

Proven participation as a project manager in consulting projects implemented in other countries: Vladimir Braun has acted as project manager of consulting projects in Czech Republic (more than 40 consulting projects of all sizes from 2000 to 2020), in Slovakia (4 projects) and acted as Key expert, responsible for management of respective parts of projects, at Slovenia, Serbia, North Macedonia and Kazakhstan. Some of the projects are listed in attached CV.

Vladimir Braun has been trained as EFQM assessor for the first time in 2002 and regularly updates that qualification to keep it current ever since, he became trainer of EFQM assessors in 2011 and listed at EFQM web site as Certified Trainer <https://www.efqm.org/index.php/efqm-partners/certified-training-organisations/> and Certified Advisor <https://www.efqm.org/index.php/efqm-partners/certified-advisor-organisations/>. He is also EFQM Validator and Innovation Assessor (*All relevant certificates are attached*).

Professional experience and Qualifications of Team Member:

Proven participation as an evaluator in consultancy projects implemented in other countries: Nenad Bozanic has been trained by Vladimir Braun and delivered assessments of SMEs at two Supplier Development Projects in Serbia and at SDP in Kazakhstan using methodology based on EFQM Model.

Possession of the EFQM qualification is an advantage: Nenad Bozanic has been trained as WFQM Assessor and validator, *certificates are attached.*

Technical specification - How we plan to deliver our services

Table below summarizes how we plan to deliver activities in Lot.1 of Supplied development programme based on our experience with the same type of programmes in other countries.

	Requested activity	How we plan to deliver it
1.	Preparation of and training for the Program staff and other stakeholders involved.	We envisage two days of training focused on two important aspects of every SDP <ul style="list-style-type: none"> - requirements of Multinational Companies - Stages and activities of SDP (communication with MNCs and SMEs, preselection of SMEs, First Business Review, Self-Improvement Action plans and limited support and training of SMEs, Second Business Reviews and Selection of SMEs for intensive support plus options for intensive support.
2.	Preparation for the evaluation of 30 suppliers (identification of assessors, preparation of assessment methodology and evaluation forms, lists, etc.).	First Business Reviews represent key part of SDP and therefore robust assessment methodology will be developed using our previous experience with methodologies used in other SDPs, requirements of MNCs and latest version of EFQM Model. Full pack will include not only Assessment "Checklist" (methodology covering all relevant areas of assessment), but also agenda of the assessment and all relevant forms for reports including Action Plan.
3.	Selection of assessors, preparation of first general business review methodology team training.	We have signed Letter of Intent with local company, which will be our subcontractor, and which will make sure that we have six local assessors available with experience from relevant industrial sectors.
4.	Specific team training for assessors, including for max. 6 local consultants + 12 students, focused on the business review process.	Two or three experienced international assessors will participate on training of six local assessors plus twelve students. Classroom training will continue through on the job training where local assessors will work alongside of experienced international assessors.
5.	Business review of selected suppliers (30 companies)	Based on our experience we plan to perform each business review in team of two assessors initially in two days. First day will be focused on information gathering at premises of assessed company and beginning of processing that information and

		preparation for feedback session. Morning of the second day will be dedicated to finalization of preparation for feedback session, which will be held together with management team of assessed organization later in the day. Strengths and Areas for Improvement will be discussed during feedback session.
6.	Elaboration of short-term action plans (6-8 months) for suppliers participating in the Programme, based on findings from the assessments.	Priorities for Action Plan will be selected and agreed during feedback session with management of assessed company and initial draft of Action Plan will be created. Company will be given one or two weeks to finalize the action plan with on-line support if needed.
7.	Elaboration of report on initial assessments (first interim report) with concrete parameters for the technical support for the 30 companies involved in the Program.	<p>After completion of all thirty assessment will be writhe following reports summarizing overall results. Preliminary information will be provided earlier once reasonably confirmed, for example common areas for improvement identified and related suggested technical assistance.</p> <ul style="list-style-type: none"> - First interim report on initial evaluation - Topics for the technical assistance identified - Kind and quantity of technical assistance needed to address shortcomings revealed during assessment (no. and topics of workshops, no. and topics of other technical assistance to be delivered during the implementation of corporate short-term action plans - Final parameters of the monitoring and evaluation systems agreed

Vladimir Braun



Director and Owner

Date: 17.7.2020

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