

TERMS OF REFERENCE

Business Model Canvas (BMC) and Value Proposition Canvas (VPC) training

LIST OF ACRONYMS

VPC	Value Proposition Canvas
BMC	Business Model Canvas
ITC	International Trade Centre
RFQ	Request for Quotation
SME	Small and medium-sized enterprise
ToR	Terms of Reference
UN	United Nations
WTO	World Trade Organization

CONTEXT

Established in 1964, the International Trade Centre (ITC) is the joint agency of the World Trade Organization (WTO) and the United Nations (UN). ITC is the only development agency that is fully dedicated to supporting the internationalization of small and medium-sized enterprises (SMEs). Objectives of the project

During the SMC that took place in 16 February, SMC agreed to the inclusion of “Mastering Business Models, Value Propositions & Business Testing” in the 2021 Corporate Training Programme. Business Model Canvas is a strategic management and lean start-up template for developing new or documenting existing business models and a widely used methodology in the entrepreneurship support space. The methodology is particularly relevant for our work in the services sector. Trained ITC staff dealing with SMEs or BSOs as multipliers will be able to provide a more tailored coaching support to early-stage entrepreneurs. HR allocated a specific building block for this activity.

PURPOSE AND OBJECTIVE OF THE TENDER

PURPOSE

The purpose of this tender is to contract a Business Model Canvas (BMC) and Value Proposition Canvas (VPC) training provider. BMC and VCP are amongst the most widely used methodologies in the entrepreneurship support space: by 5 million+ business practitioners including used in Fortune 100 companies, startups, social enterprises, and (academic) education. Due to the COVID19 restrictions, the training will be provided online, in a self-paced format and access to the training contents should last at least one year. It will target 30 ITC staff and consultants involved in the support of early-stage entrepreneurs.

The services to be delivered by the selected vendor should be articulated around providing self-paced training modules on the following topics:

- Mastering Business Models Online Course
- Mastering Value Propositions Online Course
- The Testing Online Course

The delivery approach must include:

- An online application
- Course mobile application to facilitate the distant learning
- At least 20 hours of content
- Bite-sized steps format
- Certificate of completion for course participants

The Objectives of the successful service provider are to:

- Support ITC in keeping our offering up to date as new innovative methodologies are arising and rapidly evolving. The Business Model & Value Proposition canvas are particularly relevant for our work in the services sector.
- Strengthen our internal capacities by embedding the BMC and VPC methodologies within ITC
- Train ITC staff dealing with SMEs or BSOs as multipliers who will be able to provide a more tailored coaching support too early-stage entrepreneur

SPECIFICATIONS FOR THE TRAININGS COURSES AND RELATED SERVICES

The vendor is expected to submit a BMC and VPC training proposal providing self-paced learning, online modules for mastering Business Models, Value Propositions and Business Testing to ITC staff and consultants involved in supporting early-stage entrepreneurs. The content and specifications of the online training are stated hereafter:

Training course topic	Training Place	Training session duration	Number of participants per training session
Mastering Business Models Online Course	Online	Self-paced	30
Mastering Value Propositions Online Course	Online	Self-paced	30
A practical course to test knowledge acquired	Online	Self-paced	30

The training participants will be the same ITC staff and consultants that were already contacted and expressed interest:

	Name and Surname	Team	Section
1	Martin Labbé	TSD	SEC
2	Cathy Sall	TSD	SEC
3	Haifa Ben Salem	TSD	SEC
4	Milou van Bruggen	TSD	SEC
5	Diabel Ndaw	TSD	SEC
6	Richard Okuti	TSD	SEC
7	John Ndabarasa	TSD	SEC
8	Moustapha Barro	TSD	SEC
9	Miyoba Lubemba	Institutions and Ecosystems	TISI
10	Mayara Louzada	Institutions and Ecosystems	TISI
11	Pennie Hurdell	Institutions and Ecosystems	TISI
12	Nuria Rull	Institutions and Ecosystems	TISI
13	Lucie Debornes	Institutions and Ecosystems	TISI
14	Niti Deoliya	Institutions and Ecosystems	TISI
15	Andrea Santoni	Institutions and Ecosystems	TISI
16	Ann Penistan	Institutions and Ecosystems	TISI
17	Saskia Marx	Institutions and Ecosystems	TISI
18	James Howe	ecomConnect	SEC
19	Sebastien IOANNITIS-MCCOLL	ecomConnect	SEC
20	Judith UEBERSCHAER	ecomConnect	SEC
21	Cristina COLLADO MARTI	ecomConnect	SEC

22	Abdelbasset BOULELOUAH	ecomConnect	SEC
23	Annabel SYKES	ecomConnect	SEC
24	Chiarra Tirrito	ecomConnect	SEC
25	Leonardo Iebra Aizpurúa	SME Competitiveness	SEC
26	Valeriu Stoian	SME Competitiveness	SEC
27	Nicholas Mudungwe	Ag team	SEC
28	Frederic Couty	SME Competitiveness	SEC

EXPECTED ACTIVITIES AND DELIVERABLES

The vendor is expected to submit a proposal that encompasses all the following activities and deliverables.

Activities

- Scope of work and activities for each training course
- Provide one-year 30 access (online licenses) to the 30 ITC staff and consultants to an online learning platform on the Business Models Canvas, the Value Propositions Canvas and Business Testing.
- The online training shall come in a bundle of self-paced lessons on the above topics covering the different aspects of the Business Models, Value Propositions and Business Testing. The lessons format shall be bite-sized and shall comprise at least 20 hours of content and high-quality videos to facilitate the learning process. Content shall cover the following:
 - Mastering Business Models Online Course
 - Mastering Value Propositions Online Course
 - A practical course to test knowledge acquired

Deliverables

- 30 self-paced accesses (online licences) on the Business Models Canvas, Value Propositions Canvas and Business Testing modules provided to the 30 ITC staff and consultants, including access to a mobile application to facilitate the distant learning
- Content of online training as mentioned above provided to the 30 ITC staff and consultants.
- ITC staff and consultants equipped with the following skills when supporting entrepreneurs:
- Assist an entrepreneur in transforming a business idea into a tangible product or service
- Understand and improve a company's value proposition
- Identify the company's product-market fit
- Build a company's business model and revenue streams
- Structure the company's channels of delivery

ITC SUPERVISION AND GUIDANCE

- ITC focal person will work together with the service provider to facilitate the dissemination of the access (licenses) to participants
- Monitor and coordinate the training with ITC colleagues
- Review and feedback to service provider

QUALIFICATIONS, COMPETENCIES AND EXPERIENCE REQUIRED

Pre-requisites:

- Global track record in conducting trainings in BMC and VPC to high-level corporates, business schools, technology companies, etc.
- Track record in developing innovative entrepreneurship methodologies through publications and books
- Acceptance of ITC/ UN General Terms and Conditions
- Ability to prepare and carry out all activities and deliverables
- Availability to liaise with ITC focal point to ensure a smooth delivery of the activity

Desirable expertise

Expertise in the following topics for training:

- Entrepreneurship
- Early-stage Entrepreneurship
- Digital Entrepreneurship

PAYMENT TERMS AND SCHEDULE

Delivery Schedule

The deliverables should be completed within one year of the signature of the contract. The execution of the tasks cannot start before the contract has been signed. The execution of the tasks may not start before the contract signature by both parties. All deliverables are to be delivered by the end of the contract.

Payment Schedule

ITC will only make payments based on satisfactory achievement as per the following payment schedule:

First payment	20% upon approval of proposition
Second/last payment	80% upon delivery of all deliverables

As per ITC/UN standard terms of payment, payment is at 30 days following satisfactory delivery of the services and invoice receipt. Please submit your invoices to Payments@intracen.org. Please note that ITC is exempted from paying VAT and any other form of taxes.

REQUIRED DOCUMENT FOR THE PROPOSAL

Technical Proposal

The technical proposal should include but not be limited to the following:

- Description of the company’s experience specifically in providing online courses on the Business Models Canvas, Value Propositions Canvas and Business Testing
- Track record in developing innovative entrepreneurship methodologies through publications and books including list of clients the company already worked with (corporates, universities)
- A detailed proposal of the online course on the Business Models Canvas, Value Propositions Canvas and Business Testing responding to ITC’s needs, incl. topics covered, modules’ titles and methodology (number of videos included, hours, mentor-led or self-paced etc.)
- Screenshots of the mobile application interface through which the online course on the Business Models Canvas, Value Propositions Canvas and Business Testing modules is provided
- Information on the size of the company (number of employees and functions /assignments)
- Contacts of the focal person dedicated to this project and their title
- A legal document showing the legal/registration status of the company / organization

Financial Proposal

Please submit your financial proposal including in his price proposal ALL costs expected for all activities and deliverables describe above.