

Call for Collaboration [For vendor participation]

Process Optimisation Programme

**Pre-scoped process redesign packages for Food and Beverage
companies in Singapore**

1 OBJECTIVES

- 1.1 Enterprise Singapore (EnterpriseSG) is issuing a Call for Collaboration (CFC) to invite proposals from vendors to participate in the Process Optimisation Programme. The programme aims to offer process redesign packages for Food & Beverages (F&B) companies in Singapore. The objective of this CFC is to leverage on process redesign to help companies review and optimise existing outlet processes to improve manpower utilisation, revenue generation and customer satisfaction.
- 1.2 EnterpriseSG will appoint up to 5 vendors through the CFC to further discuss their proposal(s), which will be eligible for grant support from EnterpriseSG.

2 BACKGROUND OF THE F&B SECTOR

- 2.1 Singapore's F&B sector comprises over 14,000 establishments. To help businesses thrive in a competitive market, EnterpriseSG is launching an initiative for selected vendors to offer process re-design packages with clear deliverables and support structure to help businesses to optimise their operations and enhance productivities.
- 2.2 In terms of target segment, research has shown that F&B companies with at least 3 outlets has the highest potential to leverage on process redesign implementation to raise productivity. These businesses typically face operational inefficiencies due to manual processes and resource constraints, but possess the organisational resources needed to make changes that could be scaled across multiple outlets. Submitted proposals should as much as possible target these companies to yield the most significant improvements in productivity and operational efficiency.

3 CFC SCOPE

- 3.1 The CFC seeks to identify vendors who can provide process redesign packages for F&B companies, which can range from restaurants, cafes, bars, kiosks, pubs to food stalls in coffeeshops or food courts¹.

¹ Hawker stalls and hotels are excluded.

Interested vendors shall propose a pre-scoped package for F&B companies based on the following structure:

| Stages | Requirements |
|------------------------------------|---|
| Step 1: Define project scope | <p>To review company's processes to define the project scope. Vendors should include the following in their proposal:</p> <ul style="list-style-type: none"> - Methodology for process review (e.g. stakeholder interviews, process mapping, efficiency analysis, pain point identification) - Quantification of work done (e.g. number of processes reviewed) |
| Step 2: Recommendations | <p>To provide recommendations based on "Step 1". This can include but not limited to developing new process flows, menu optimisation and providing equipment/digital solution recommendations.</p> <p>Vendors should include the following in their proposal:</p> <ul style="list-style-type: none"> - Sample recommendations, backed with relevant track records and insights to showcase the expertise in these areas. - Sample deliverables (e.g., process flow charts, kitchen layouts) |
| Step 3: Implementation | <p>To guide companies on the proposed recommendations from "Step 2". This can include but not limited to trainings, helping companies with equipment/solution(s) sourcing, installation(s) and/or system integration(s).</p> <p>Vendors should include the following in their proposal:</p> <ul style="list-style-type: none"> - Description of implementation, which should include the approach to guide companies - Information on vendors' partner network and products/services offered (if any) |
| Step 4: Review and project wrap up | <p>To review productivity improvements achieved from "Step 3" and prepare a final report for each company to consolidate findings and deliverables.</p> <p>Please refer to <u>Section 4</u> on the metrics to track for each company.</p> |

4 IMPACT TRACKING

- 4.1 To measure the impact of the project, EnterpriseSG will require vendors to track the following tracking indicators for each company²:
- a) No. of man hours. Time taken for the company to execute an identified process based on the total manpower involved.
 - b) No. of manpower. Number of individuals involved in the identified process or outlet.
 - c) Sales per manhour. This will be measured at outlet level, based on monthly sales.
 - d) Sales per gross floor area (GFA). This will be measured at outlet level, based on monthly sales.
- 4.2 These tracking indicators should be measured before and after the implementation of recommendations.
- 4.3 Vendors should provide companies with an estimate of the improvement when offering recommendations to companies.
- 4.4 Vendors should elaborate on how these metrics can be collected accurately in the proposal. Vendors may also suggest other metrics to measure success.

5 OTHER AREAS TO INCLUDE IN THE VENDOR PROPOSAL

- 5.1 Vendors should also include the following in their proposal:
- a) Number of target companies over a period of 2 years. Vendors should cover at least 30 companies.
 - b) Breakdown of man-days required by key project components and estimated project duration for each company.
 - c) Outreach strategy
 - d) Completion strategy to ensure that companies follow through with the project.
- 5.2 Vendors can propose up to three different packages of varying cost and scope, if they wish to.

² EnterpriseSG will discuss with appointed vendors on how these indicators can be tracked.

6 COSTING AND GRANT STRUCTURE

- 6.1 The cost of project per company must not exceed \$30,000 (before GST)³. After considering up to 50% subsidy on qualifying cost from EnterpriseSG, the net cost should not exceed \$15,000 (before GST). The qualifying costs for the project include consultancy fees and exclude vendor recommended equipment/solutions. EnterpriseSG will discuss qualifying costs that can benefit from the grant with the appointed vendors.
- 6.2 Funding will be provided on a reimbursement basis based on milestones deliverables discussed with the appointed vendors.

7 KEY PERFORMANCE INDICATORS

- 7.1 Vendors are expected to prepare a report for each company to document the changes they have facilitated under this initiative. This will include output deliverables prepared by the vendor (e.g., new kitchen layout).
- 7.2 In addition, vendors are required to complete a productivity tracking template issued by EnterpriseSG. This compiles the productivity improvements gained by each company that completed the project.

8 EVALUATION CONSIDERATIONS

- 8.1 The proposals will be evaluated based on the following criteria:
- a) Critical criteria (Vendors that fail to meet the following criteria will be disqualified from further evaluation)
- i. Vendor's proposed cost does not exceed \$30,000 (before GST) per company
 - ii. Vendor has financial ability to sustain its business across the project period⁴.

³ Proposals that exceed \$30,000 (before GST) might be rejected upfront by EnterpriseSG.

⁴ Beyond relying on financial documents attached in Annex A, EnterpriseSG may reach out to vendors to clarify on its financial ability, if necessary.

b) Other criteria

- i. Quality of proposals (e.g., how well the proposal addresses the scope and is detailed with clear KPIs, whether the proposal can achieve significant impact etc)
- ii. Vendor's capability (e.g., expertise in operation management)
- iii. Track record of vendor (e.g., number of F&B companies served for process redesign)

9 SUBMISSION OF DOCUMENTS

9.1 Interested vendors should prepare the following documents for submission:

- a) Company proposal based on requirements stated in Section 3 to 7.
- b) Company background (Annex A)
- c) Project Team (Annex B)
- d) Costing (Annex C)
- e) Track Record (Annex D)

9.2 These documents should be uploaded to the following FormSG link:
<https://go.gov.sg/processoptimisationprogramme>

9.3 Clarifications may be submitted at <https://form.gov.sg/68367b1c9d0d78f8e80147a8>. Vendors must submit their queries before **23 June 2025**. Where relevant, EnterpriseSG will publish our clarifications to these queries on the website by **30 June 2025**.

10 TIMELINE

10.1 Interested vendors should submit the required documents by **14 July 2025**. In assessing the applications, EnterpriseSG may reach out to vendors for clarifications. Appointed vendors are expected to be informed between July to August.

10.2 EnterpriseSG reserves the right to discuss and refine proposals with vendors after they are appointed.

ANNEX A: COMPANY BACKGROUND

| # | Company Information | To be filled |
|-----|---|--------------|
| 1. | Entity Name | |
| 2. | UEN No. | |
| 3. | Email address | |
| 4. | Website URL | |
| 5. | Latest year financial statement (To attach Balance sheet and P&L statements) | |
| 6. | No. of employees based in SG | |
| 7. | Overseas presence (Yes/No) If yes, please indicate the countries. | |
| 8. | Key Point of Contact (POC) | |
| 9. | POC's contact no. | |
| 10. | POC's email address | |

ANNEX B: PROJECT TEAM

| # | Name | Company | Job Title | Role in project | Relevant experience | Existing/ new hire | Resume and relevant certifications (To attach, if any) |
|---|------|---------|-----------|-----------------|---------------------|-----------------------|---|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |
| <i>[Please create more rows, if needed]</i> | | | | | | | |

ANNEX C: PROPOSED COST

| # | Item | Unit price (SGD, excluding GST) (S\$) | No. of companies | Total price (SGD, excluding GST) (S\$) |
|---|------|--|---------------------|---|
| | | | | |
| | | | | |
| | | | | |
| Total price, excluding GST (S\$) | | | | |

ANNEX D: TRACK RECORD

| Project Name | Client | Description of project | Impact | Year of completion |
|--------------|--------|------------------------|--------|--------------------|
| | | | | |
| | | | | |
| | | | | |

ANNEX E: FAQ

Eligibility & Scope

1. Can non-Singapore registered companies apply for this CFC?

Vendors that apply for this CFC should be an organisation that is registered / incorporated in Singapore.

2. Is there an eligibility criterion for F&B companies that are looking to onboard the process redesign programme?

F&B companies should be a business entity that is registered / incorporated in Singapore and with at least 30% local shareholding.

3. Do vendors need to show prior experience in F&B process redesign projects?

Yes, we would consider relevant prior experience when assessing vendor proposals.

4. Can vendors work together to submit a joint proposal?

While vendor can work with multiple partners, the proposal should be fronted by a single vendor which EnterpriseSG would liaise directly on project scope and grant matters.

5. Is there a minimum company size/track record requirement to apply?

There is no minimum company size/ track record for vendors to apply. That said, track record would be considered when we assess vendor proposals.

Project Implementation

1. What happens if an F&B company drops out midway through the project?

We will discuss conditions for reimbursement with the appointed vendors, including for instances where F&B companies drop out midway.

2. Can companies receive grant support for the recommended solutions (e.g., equipment/ digital solution)?

Companies can apply for the Productivity Solutions Grant (PSG) for the recommended solution(s). If the solution is not on PSG, EnterpriseSG can consider supporting it on Enterprise Development Grant (EDG), subject to EnterpriseSG's assessment.

Financial Matters

1. How does the payment schedule work / when can vendors expect reimbursement from EnterpriseSG?

To help vendors with cashflow, EnterpriseSG will discuss with appointed vendors on the number of reimbursement tranches, based on aligned milestone deliverables.

2. Is the audit fee of \$1,800 included in or separate from the \$30,000 project cap?

Audit fee is taken separately from the project cost.

Project Scope

1. Can we focus on specific types of F&B establishments (e.g., only cafes or restaurants)?

This is allowed and vendors should explain why they choose to focus on specific F&B segments.

2. Is there flexibility in the four-step structure outlined in the CFC?

As EnterpriseSG is looking to appoint up to 5 vendors, vendors are expected to follow the four-step structure to ensure consistency in project scope. That said, vendors have flexibility to define the scope of work within each step of the four-step structure.

3. Are there minimum requirements for man-days per project?

No. This is proposed by the vendor, and of which EnterpriseSG would take into consideration when assessing the proposals.

4. Is recommending both equipment and digital solutions a requirement for the project? Can vendors only recommend either equipment, digital solutions or neither?

Vendors have flexibility to propose the range of recommendations they can offer. This is an area which EnterpriseSG takes into consideration when assessing vendors, amongst other factors.

ANNEX F: IMPORTANT NOTICES

1. This Call for Collaboration (CFC) is merely an invitation to treat and is not intended to create or impose any binding legal obligations whatsoever on Enterprise Singapore (EnterpriseSG), whether express or implied and whether contractual or otherwise. Without prejudice to the generality of the foregoing, each Participant acknowledges and agrees that EnterpriseSG shall be under no duty or obligation to act fairly or equally towards the Participant in relation to EnterpriseSG's evaluation of its Proposal or with regard to any process adopted by EnterpriseSG's under this CFC.
2. Nothing in this CFC shall constitute a contract between EnterpriseSG and any Participant. Any Participant selected pursuant to this CFC for participation in the project shall be required to enter into a legally binding agreement with EnterpriseSG, the terms and conditions of which shall be agreed between the parties at a later date.
3. All submissions of Proposals, clarifications, discussions and presentations relating to this CFC are made entirely at the risk of the Participant. EnterpriseSG does not make any representation or warranty, whether express or implied, or accept any liability for the completeness, relevancy, accuracy and/or adequacy of the information provided by EnterpriseSG in relation to this CFC.
4. The proposal should provide:
 - a. All requisite information required under the CFC
 - b. Clearly and concisely responds to all points set out in the CFC
 - c. Any proposal that does not address the requirements, may be rejected
 - d. Participants must comply with the requirements as set out in the CFC and not change, substitute or make other changes to the requirements and specifications stipulated.
5. EnterpriseSG does not make any representation of fact or promise to the future in respect of any project contemplated by EnterpriseSG relating to this CFC.
6. EnterpriseSG accepts no liability or obligation in relation to any Proposal submitted pursuant to this CFC and/or any subsequent clarifications, discussions or presentations thereon, whether requested by EnterpriseSG or otherwise. The Participant shall bear all costs and expenses associated with the preparation and submission of its Proposal, and any subsequent clarifications, discussions or presentations thereon. EnterpriseSG will, under no circumstances, be responsible for reimbursing any costs incurred by the Participant during the process, regardless of the conduct or outcome of the evaluation and selection process.
7. EnterpriseSG shall have the absolute discretion to accept or reject any Proposal, whether in whole or in part, without giving any reason whatsoever and to negotiate

with any of the Participants or other companies in any manner deemed to be in the best interest of EnterpriseSG. The receipt by EnterpriseSG of any Proposal pursuant to this CFC shall under no circumstances impose any form of obligation or amount to an acceptance of or an agreement to abide by any terms or conditions stated therein or elsewhere on the part of EnterpriseSG. EnterpriseSG reserves the right to negotiate and award only a portion of the requirements; to negotiate and award separate or multiple contracts for the elements covered by this CFC in any combination it may deem appropriate.

8. EnterpriseSG shall have the absolute discretion, at any time, to terminate this CFC or to change the nature, scope, procedures or timelines for the CFC, including the proposal selection process and criteria. Under no circumstance shall EnterpriseSG incur any liability in respect of such termination or changes.
9. EnterpriseSG shall not owe any liability to any party for any loss or damage whatsoever (including loss of profit, savings, business contracts, or revenues, and all other forms of actual, direct, special, incidental, or consequential loss or damage) arising from or related to any response to this CFC, including but not limited to the submission of Proposals.
10. All proposals and other documents or materials submitted to EnterpriseSG pursuant to this CFC shall become the property of EnterpriseSG. Notwithstanding the foregoing and without prejudice to any subsequent agreement with EnterpriseSG to the contrary, any IP contained in any Proposal and/or such other document submitted to EnterpriseSG shall not be transferred to EnterpriseSG.
11. For the avoidance of doubt, all IP in any documents issued by EnterpriseSG pursuant to this CFC shall remain vested in EnterpriseSG.
12. EnterpriseSG may require any party receiving confidential information from EnterpriseSG in relation to or arising from this CFC to sign a written non-disclosure agreement setting out such party's confidentiality obligations in relation to such confidential information. This CFC is confidential and proprietary to EnterpriseSG and it may contain privileged information, part of which maybe copyrighted and is communicated to and received by Participants on the condition that no part thereof or any information concerning it may be copied, exhibited or furnished to others without the prior written consent of EnterpriseSG except that Participants may exhibit the specifications to prospective sub-contractors for the sole purpose of obtaining offers from them.
13. EnterpriseSG accepts no liability or obligation in relation to any confidential information disclosed to EnterpriseSG by a Participant pursuant to this CFC unless otherwise agreed by EnterpriseSG in a written non-disclosure agreement setting out EnterpriseSG's confidentiality obligations in relation to such confidential information.

14. Nothing herein shall prejudice or limit EnterpriseSG's right to seek recovery from the Participant for any loss, damage, costs, expenses, or liability incurred by EnterpriseSG and/or its officers, directors and employees, directly or indirectly arising out of or relating to the submission of the Proposal by the Participant and EnterpriseSG's retention and use thereof, including but not limited to any claim that the Proposal infringes any third party's IP rights.