



BBG Abu Dhabi Statement of Requirement: To develop and deliver an implementation plan and business case for the transition of BBG Abu Dhabi to a British Chamber of Commerce.

Background:

British Business Group (BBG) Abu Dhabi is a not-for-profit organization which aims to support, promote and develop business relations in and between Abu Dhabi and the UK by providing a forum for the British business community in the emirate. The Group holds regular events for British businesses and individuals in Abu Dhabi, in the form of informative and topical meetings, expert speaker engagements, networking evenings with visiting delegations and UAE based businesspeople, as well as social events with other Abu Dhabi Business Groups.

The principle aim of BBG is to support the growth of bilateral trade between the UK and the UAE by helping British businesses and individuals make useful connections in the UAE through the Group's networking platform. BBG Abu Dhabi has a membership of some 250 businesspeople in Abu Dhabi and is supported by a Committee and an administrative office which work to provide a busy calendar of engagements. In 2020, these activities largely took place virtually, but 2021 will see a return to physical activities as well as online. Further information is available at www.britishbusiness.org or via the BBG's office 02-4457234.

Project at Hand:

BBG Abu Dhabi is an International Affiliate of the British Chambers of Commerce (BCC) Global Business Network. In working with the BCC international teams this year, and in light of the changes COVID-19 has brought to the operations of the BBG, we have identified that our Group's aim and members' interests could be better served by aligning our operating model with the British Chambers of Commerce (BCC).

We are therefore embarking on a change programme that will require investment, plus structural and governance changes, to align the Group to the BCC model. The overarching goal is to deliver an improved value proposition, via a range of business services, to a wider membership. This consultancy project will provide the Group's Committee with a business plan against which investment decisions can be made; it will expose the costs, benefits and risks associated with all aspects of implementation of the change programme.

The project requirement reflects the limited capacity of the Committee to conduct this work in-house and concurrently meet the desired timescales. The successful supplier will be supported with direct access to the Group's Committee, via a steering group established specifically for the purpose.

Scope:

- Identify relevant comparator BCCs, and devise a model relevant to Abu Dhabi, with its associated growth path (target of 350 members, supported by 10 FTE staff after 5 years of profitable operation)
- Review and analyse current and potential future revenue streams (e.g. membership; sponsorship; events; trade missions; network referrals; etc.)
- Identify an updated membership and sponsorship scheme, to support revenue generation and broaden BCC participation
- Research and develop a 3-year revenue forecast, based on a range of scenarios, with associated growth targets
- Identify and cost the resources required to deliver the forecast activities and services, and proposed sourcing options
- Identify and cost supporting requirements for the BCC's branding, communications, IT and back office functions
- Derive an investment plan that can be sustained by a combination of the Group's current reserves and projected revenues
- Identify the organizational and governance requirements of the BCC for effective delivery; provide recommendations on changes to the Group's constitution and commercial status
- Conduct risk modelling and sensitivity analysis of the proposed business case
- Coordinate BCC events in Q1 2021

Data Collection & Analysis: The supplier will have access, under a non-disclosure agreement, to Group records and financial accounts. All data collated under this work package, with associated analysis, will remain the property of the Group and is to be surrendered on completion.

Deliverables:

- Interim progress reports and updates to the Steering Group at D+30 and D+60
- Following interim update at D+30, membership and sponsorship proposal to be agreed by Committee at D+40
- Report including the draft business plan, with supporting presentation, for Committee approval by D+70
- Adjusted and finalized business plan.

Timeline:

- 30th December 2020 Bidders' Zoom Workshop (as necessary)
- 3rd January 2021 Closing date for proposals
- 10th January 2021 Shortlisted suppliers notified
- 17th January 2021 contract award notification (D Day)
- D+30 Progress reports and updates to the Steering Group
- D+40 Membership and sponsorship plan to be agreed by wider BBG Committee
- D+60 All areas progress reports and updates to the Steering Group
- D+70 Draft business plan, with supporting presentation, for Committee approval
- D+80 Adjusted and finalized business plan.
- D+90 – Contract close out

Location: The supplier will be responsible for delivering the project from their own premises, though access to the BBG's office will be provided on request. It is anticipated that considerable research, necessitating web or physical meetings, will be required.

Commercial Requirements: BBG will contract with the Supplier for the provision of services as an independent contractor. A copy of the commercial contract will be shared with the [shortlisted Suppliers/selected Supplier] in due course.

Proposal Submission: Written and fully costed proposals are sought; proposals are to be presented in a pdf format, in English. Proposals are to be submitted by email to consultant@bbgauh01.ae Receipt will be acknowledged. Bidders' workshop on Zoom for clarification questions on 30th December 2020 if necessary and upon request – please advise upon application. CVs of all contributing staff should be included in the proposal. Queries can be raised to consultant@bbgauh01.ae or by phone to +44 7902 836524.

Supplier Selection: Short-listed suppliers will be notified by email on 10th January 2021 following which presentations will be invited to the Steering Group via Zoom.

Supplier Profile:

- Entrepreneurial and general commercial business background; proven track record for collaborative research, consulting and business planning
- Willingness to investigate and analyse British Chambers of Commerce internationally, to understand best practice and apply findings imaginatively within the constraints of the UAE market
- Sophisticated understanding of the specifics of the UAE business environment and the challenges of market entry
- Able to work with local Emirati companies as well as the British business community, in UAE and beyond, to identify revenue streams and opportunities for value-adding services.
- Able to deliver the project within a 90-day timeframe; likely to be UAE-based
- Desire and availability to support the BCC on a continuing basis through implementation.