



# **REQUEST FOR PROPOSAL**

## **HOLISTIC CULTURE-DRIVEN EMPLOYEE EXPERIENCE PROJECT**

**Reference: PROC/578/24/RN  
Date: 07<sup>th</sup> September 2024**

## 1. Introduction

Air Mauritius Limited (MK) is hereby seeking proposals from local qualified service providers to develop and implement a Holistic Culture-driven Employee experience project within the organisation, including an Employee Value Proposition (EVP), Management Training Program (MTP) and Employer Branding strategy.

### About Air Mauritius

Air Mauritius is the national carrier of the Republic of Mauritius. More information can be accessed via its website: [www.airmauritius.com](http://www.airmauritius.com)

## 2. RFP Objectives

This Request for Proposal (RFP) exercise aims at selecting one or more service providers capable to deliver successfully the scope of services.

It is part of a **competitive procurement process** which helps Air Mauritius select the best provider of services both in financial and qualitative terms. At the same time, it provides service providers with a fair opportunity for their services to be considered. With this structured tender process in place, Air Mauritius aims at obtaining the best value from service providers.

For ease of reference, each potential bidder of the specified services receiving this RFP is referred to as a "service provider" and the bidder selected to provide the services to Air Mauritius is referred to as the "selected service provider".

## 3. Scope of Services

Air Mauritius Limited currently has around 2100 employees. The goal of the Holistic Culture-driven Employee experience project is to enhance MK organisational culture, develop our management team, and strengthen our culture and employer brand to attract and retain top talent.

The expected deliverables for each of the three components of the project is as follows:

### (a) **Employee Value Proposition (EVP)**

- EVP Research and Analysis Report: A detailed analysis of current employee perceptions.

- EVP Framework: Defined EVP pillars, key messages, core values, and align with benefits based on an established recognised methodology
- Implementation Plan: A guide to embedding the EVP across the organisation, with tools and templates for communication and training; EVP Communication Strategy: Internal and external communication plans, and content development (e.g., brochures, videos).
- Measurement and Evaluation Metrics: KPIs for tracking EVP effectiveness, and regular reporting templates.

**(b) Management Training Program (MTP)**

- Needs Assessment Report with the use of psychometric tests: Analysis of current management skills, competencies, and identification of training needs.
- MTP Curriculum: Detailed course content tailored to organisational goals and manager levels.
- Training Materials: Comprehensive manuals, presentations, and handouts.
- Delivery Plan: Schedule and format of training sessions, and list of qualified trainers.
- Evaluation and Feedback Mechanism: Pre-training and post-training assessments, and feedback loops to refine the program.

**(c) Employer Branding**

- Brand Audit Report: Assessment of current employer brand perception and SWOT analysis.
- Employer Brand Strategy: Development of a compelling employer brand proposition, key messages for target audiences.
- Branding Guidelines: Consistent branding guidelines for all employer brand materials, and templates for job postings and campaigns.
- Content and Campaign Plan: Creation of content (e.g., videos, blogs), and detailed campaign plans for marketing.
- Measurement and Reporting Framework: Metrics to evaluate branding efforts, and regular reports on brand engagement.

The three project components can be allocated to one or more service providers, and it is the intent of Air Mauritius to enter a contract with the selected service

provider(s) for implementation of the project as from October 2024 and onwards.

#### **4. Evaluation and Selection**

Air Mauritius will evaluate proposals and select the service provider as follows:

- The responsiveness of the proposal. That is, the level of conformity to the RFP requirements.
- The proposal which is found to be most value adding to Air Mauritius, based on technical and financial considerations.

All proposals received will be carefully evaluated by Air Mauritius. Air Mauritius may subsequently seek for clarifications regarding certain aspects of the proposal, conduct negotiations and select the service provider which, in its assessment, has made the best proposal.

A letter of offer will be issued to the selected service provider, subject to finalisation and signature of a written agreement by both parties. Unless or until a formal agreement is executed, the conditions of this RFP, the tender proposal together with the letter of offer and its acceptance thereof shall constitute a binding contract between Air Mauritius and the selected service provider.

#### **5. Contents of Proposal**

The service provider's proposal must contain all relevant information as outlined in this RFP document and include the following:

- Company profile and experience in providing similar services
- Methodology to deliver the services
- Competence of the key personnel assigned to handle the project
- Financial proposal

Any other information or factors relevant to the service provider's capacity and willingness to satisfy Air Mauritius can be included.

## **6. Submission of Proposal**

Proposals must be signed by duly authorised person(s) and submitted in English language and must be sent in PDF format **exclusively** to our secured electronic tender email address: [MKtender16@airmauriti.us.com](mailto:MKtender16@airmauriti.us.com) by latest **23<sup>rd</sup> September 2024**.

The maximum receiving capacity of the mailbox is **15MB** per e-mail. Should your proposal exceed this size limit, you are requested to send same in two or more parts.

Proposals received after the closing date will not be considered. Proposals shall be considered to have been received within the closing date and time when it has been successfully opened by Air Mauritius. The burden of proof for the successful sending and time of sending of such proposals shall be on the party sending such proposals.

Please quote the following reference in the subject line of your email: **“RFP – Holistic Culture-driven Employee experience, Ref PROC/578/24/RN”**

Once proposals are submitted at the above mentioned electronic tender email address, bidders are advised to send a separate email to the address stipulated in Section 7 below **(WITHOUT ATTACHING THE PROPOSAL)** notifying the submission of the bid.

### Important Notes:

- The proposal shall constitute an offer by each supplier which will remain open and irrevocable for a period of 120 days from the deadline for submitting proposal.
- Failure to submit the required information or documents will entail the service provider’s elimination from the final selection process.
- Each service provider must include in its proposal all requirements, best terms and any conditions, and should not assume that another opportunity will be available to add any such matter after the proposal is submitted.
- Any deviations from the specifications, terms and conditions of this RFP and/or alternative proposals must be distinctly pointed out by the service provider.

## **7. Communication**

All queries concerning this RFP should be addressed in writing to email address [RFP@airmauritius.com](mailto:RFP@airmauritius.com) by latest 17<sup>th</sup> September 2024.

Air Mauritius Ltd shall, as far as possible, reply to all queries at least 1 working day prior to the deadline date for submission of proposals.

Potential service providers shall notify Air Mauritius in writing for clarification of any inconsistency, discrepancy or conflict within the content thereof or any figures and wording, or any ambiguity regarding any part of this RFP document.

## **8. Rights of Air Mauritius**

- Air Mauritius Limited reserves the right to accept, split or reject any or all proposals received or cancel the tendering exercise without incurring any liability towards any service provider and/or without having any obligation to inform any service provider of the grounds of its action.
- Non-acceptance of a service provider's proposal will mean that other proposal(s) were deemed more advantageous to Air Mauritius or that all proposals were rejected. Service providers, whose proposals are not accepted, will be notified after the issuance of a letter of offer to the selected service provider and its acceptance thereof or in the event Air Mauritius Ltd rejects all proposals.
- Air Mauritius reserves the right to assign this tender exercise or any part thereof to any of its affiliate companies without the prior written consent of the selected service provider or its successor in interest, as applicable, except as expressly provided otherwise.
- Air Mauritius reserves the right not to consider proposals submitted by service providers with whom Air Mauritius experienced poor service level and/or contractual non-compliance in the past.

## **9. General Conditions**

All proposals submitted are subject to the following conditions:

- Air Mauritius, its directors, employees or other representatives will not be liable for any cost or expenses incurred by any bidder in the preparation and submission of a proposal nor shall Air Mauritius, its directors,

employees or other representatives be liable for any damage, loss or cost (including legal costs) incurred or suffered by any bidder in connection with this RFP process.

- Service providers, their employees, subcontractors and agents (if any) shall keep all information concerning Air Mauritius and any of their business activities acquired as a result of this RFP strictly confidential.
- Joint Venture : A tender submitted by a joint venture of two or more service providers must be accompanied by the document of formation of the joint venture duly registered and authenticated by a Notary Public or other official deputed to witness sworn statements in which is defined precisely the conditions under which the joint venture will function, its period of duration, the persons authorised to represent and obligate it, the address for correspondence, the participation of several service providers forming the joint venture and any other information necessary to permit a full appraisal of its functioning including a clause to the effect that the members of the joint venture are jointly and severally bound. One of the partners of the joint venture shall be nominated as being in charge, authorised to incur liabilities, and receive instructions for and on behalf of any and all partners of the joint venture. The execution of the entire contract, including payment, shall be done exclusively with the partner in charge.
- Any canvassing or attempt to cause undue influence to obtain the contract will lead to disqualification from the selection exercise.

## **10. Anti-Bribery and Corruption/Anti-Money Laundering Provision**

Both MK and the service provider (each “a party” or together “the parties”) are fully committed to acting professionally, fairly and with integrity in all of its business dealings and relationships wherever it operates to counter bribery, corruption and money laundering. As such, each party represents and warrants to the other that neither it, nor its directors, employees or other persons authorised to act on its behalf shall offer, give, solicit or accept any bribe or form of bribe such as fee, commission, payment, gift or other consideration during the course of its engagement with the other party either in connection with this RFP or any further agreement pursuant to this RFP that contravenes any applicable anti-bribery or anti-corruption or anti-money laundering legislation, rules and regulations as may be imposed by the relevant authorities and/or internal policies.

In the event that either party is aware or suspect any person from the other party in its dealings with the first party who had or may be in breach of the anti-bribery or anti-corruption or anti-money laundering legislations as may be

imposed by the relevant authorities and/or internal policies, it shall inform the other party immediately. If, after consultation by all parties, any concern cannot be resolved in the good faith and reasonable judgment, then either party, on written notice to the other party, may terminate any agreement with immediate effect.

## **11. Governing Law**

This RFP is governed by the Laws of the Republic of Mauritius and the Mauritian Courts shall have exclusive jurisdiction on all matters relating to this RFP.