

Sl. No	Clause no. & Page No.	RFP Term	Bidders Request for Clarifications and Amendments	Bank's Reply
1	Clause 3.1, Sl. No.6, Page - 11	Eligibility documentation	<u>Amendment suggested</u> - Since we are a privately held company our global norms restrict us to submit our financial statements. We request you to provide the option for submitting certificate from auditors or a chartered accountant as proof of profit in two out of last three financial years. The same flexibility has been given on Sl No 7 of same item; we request replication of same for Sl No 6.	Auditor's Certificate evidencing proof of Net Profit along with relevant schedules is acceptable.
2	Clause 6.0, Page - 21	EMD	Request / Suggestion: EMD in form of Fixed Deposit. We request the bank to also accept a FDR with a scheduled commercial bank having a lien in favour of Indian Bank as EMD.	FD made in Indian Bank is acceptable In case of FD, the EMD amount is Rs.30 Lakh for a period of 6 months.
3	Clause 7.4, Page - 23	Fixed Fee	<u>Clarification</u> : We assume that Swachh Bharat Cess and similar future Cess will be treated on par with service tax and need not be included in our quote. Please confirm.	Swachh Bharat Cess / any other cess as applicable will have to be paid along with Service tax.
4	Clause 7.25, Page - 31	Liability of Selected bidder	<u>Amendment suggested</u> : The liability to be restricted to the actual amount <u>paid</u> under the contract. Further, in no event shall either of the parties be liable to the other for any indirect, incidental, special, punitive or consequential damages, including without limitation damages for lost data or lost profits, even if advised as to the possibility of such damages.	Liability is restricted to the amount actually paid till such date of claim / loss, besides indemnity.

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5	Clause 9 Page - 35	"In addition to the existing terms..... Developed during the course of the project"	<u>Amendment suggested:</u> Any IP in work product whether pre existing or developed during the course of work to be owned by BCG. Bank shall have the ownership of the deliverables/ work product (final version) and right to use the IP to the extent required to use such deliverables within the organization. Ownership of IP by BCG shall be subject to confidentiality obligations of BCG under the contract.	Ownership by Bank of IP rights over all the work products is not abrogated but is only subject to confidentiality obligations.
6	Clause 10, Page No. 35 and 36	"The breach, default or non performance-- by the consultancy firm"	<u>Clarification:</u> BCG consents to indemnify for IP infringement and contravention/ non compliance with applicable laws etc. only but not for other breaches for which there are other recourses.	As per RFP terms.
7	Clause 11, Page - 36	Inspection of records	<u>Amendment suggested:</u> Inspection shall be at reasonable times, on reasonable notice, during normal business hours and no more than once annually. <u>Clarification:</u> Nothing in this clause shall obligate BCG to disclose to Bank any documents or other material relating to the profitability or internal profit and loss/balance sheets associated with BCG's business, payroll information, or information or material that constitute, in the opinion of BCG's legal counsel, legally privileged documents or information that BCG is bound to maintain as confidential by written obligation to a third party. Audit results, including information and documentation disclosed or made available to Bank in the course of any such Audit shall be deemed BCG Confidential Information and treated as such.	As per RFP terms.

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8	Clause 14 Page - 37	Negligence	<u>Clarification:</u> The clause is acceptable with respect to only gross negligence/ willful misconduct by BCG.	As per RFP terms
9	Additional Clause - disclosure of deliverables		Bank not to redistribute Deliverables outside their organization without BCG's prior written approval, which BCG will not unreasonably withhold. Except as required by law, no reference may be made to BCG in any prospectus, proxy statement, offering memorandum or similar document or materials prepared for public distribution.	Bank reserves the right to redistribute deliverables to its 'RRBs and subsidiaries'.
10	3.1 Eligibility Criteria Point 2 Page - 11	The Consulting firm should have minimum 10 years of Experience in Advising Indian Public Sector Banks and Financial Institutions on matters of Organizational Transformation including Marketing Revitalization in India.	We would request you to modify the clause as: "The Consulting firm should have minimum 5 years of Experience in Advising Indian Public Sector Banks and Financial Institutions on matters of Organizational Transformation"	Consulting Firm must have minimum 5 years of experience in advising Indian Public Sector Banks and Financial Institutions on matters of Organizational Transformation including Marketing Revitalization in India
11	3.1 Eligibility Criteria Point 3 Page - 11	The Consulting firm should have successfully completed a minimum of three programs in Public/Large Pvt Sector banks in India on a long term	We would request you to modify the clause as: "The Consulting firm should have successfully completed a minimum of two programs in Public / Large Pvt. Sector banks in India on the areas related to Organizational Transformation in the last 5 years. One of such projects should have been completed in the past two years."	The Consulting firm should have successfully concluded a minimum of two programmes in Public / Private Sector Banks in India on Long Term Basis (more than 9 months) on the areas mentioned above in Point no. 2, in the last 5 years. They should have done at least one program on Organizational Transformation including

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		<p>basis (> 9 months) on the areas mentioned above in the last 10 years. They should have done at least one program on Organizational Transformation including Strategic business and Marketing Revitalization / Excellence in India in the past two years.</p>		<p>Strategic Business and Marketing Revitalization/ Excellence in India in the past 2 years.</p>
<p>12</p>	<p>4.3 - Technical Bid Evaluation Criteria Page - 17</p>	<p>Experience of working in India with public sector banks and public sector financial institutions on Organizational Transformation including Strategic business. At least one programme must be in strategic business and marketing experience in both i.e. strategic business and</p>	<p>We would request you to modify the clause as: "Experience of working in India with public sector banks/public sector financial institutions / private sector banks on Organizational Transformation" Scale of measurement: Number of Programmes completed up to: 2 Programmes: 10 3 Programmes: 15 > 3 Programmes: 20</p>	<p>As per RFP terms</p>

		<p>marketing experience is must.</p> <p>Scale of measurement:</p> <p>Number of Programmes completed upto:</p> <p>2 Programmes: 5</p> <p>3 Programmes: 10</p> <p>4 Programmes: 15</p> <p>>4 Programmes: 20</p>		
13	<p>2.3 Scope of the consultant</p> <p>Page - 9</p>	<p>Systems and procedures will have to developed and implemented on a pilot basis</p>	<p>Will IT applications or hardware be a part of systems. If yes, then is the consultant expected to recommend new / alternate systems</p>	<p>System indicates the processes and not the IT applications or hardware.</p>
14	<p>Section: Key Dates</p> <p>Page - 2</p>	<p>Last date for receipt of offers/ bids: 06.04.2016, 3 PM</p>	<p>Request the Bank to consider extending the bid submission date to 13.04.2016, 3 PM</p>	<p>Last date for receipt of Offers / Bids Extended upto : 11/04/2016 Time : 03.00 pm</p> <p>Date and Time of Opening of Technical Offers / bids : 11/04/2016 Time : 03.30 pm</p>
15	<p>Section 2.2 - Project Scope,</p> <p>Page - 8</p>	<p>Restructure product line (Retail & MSME) in tune with market reality</p>	<p>Please elaborate the scope of the defined item (for Eg.: Does it involve reviewing the redesigning the entire retail customer value proposition? Does this involve customer segmentation and customer survey to evaluate the expectation? Does it involve detailing product parameters and P&L to map the expectation and viability? etc.)</p>	<p>Review / Redesigning of entire Retail product is one of the agendas. Product parameters modifications may be taken up after customer / market survey.</p>

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16	Section 2.2 - Project Scope, Page - 8	Effecting a paradigm shift to Retail Banking	Please elaborate the scope of the defined item? (For eg: Does it involve end to end review of retail banking model covering distribution, products, customer segments etc.? Does it involve redesigning the geographic footprint through detailed branch location strategy? Does it involve customer acquisition strategy and model across product segments? etc.)	Generally the retail products currently in the market have become fully commoditised. Hence innovative methods of financing the customer needs, based on data analytics within a defined risk appetite shall be developed.
17	Section 2.2 - Project Scope, Page - 8	Introducing 'Banking vertical' to meet the mass banking within the existing bank setup	Please elaborate the scope of the defined item? Does it involve end to end setup of the new business vertical covering business plan, organization structure and design, manpower model & hiring and operating model across physical and digital channels?	YES, the entire cycle should be detailed.
18	Section 2.2 - Project Scope, Page - 8	Establishing 'Relationship banking model'	Please elaborate the scope of the defined item? Does it involve CRM system selection? Does it involve Analytics and business intelligence setup for effective relationship model? Etc.	As per RFP terms
19	Section 2.2 - Project Scope, Page - 8	Key Targets of Business Process Re-engineering - Revitalized Marketing Vertical	Request the Bank to confirm if the scope of revitalizing the Marketing vertical is limited to the Retail and MSME products lines	There are various methods adopted by Banks towards customer acquisition, identify verification, fraud verification, product delivery, loan management and recovery. Hence all these areas need to be properly analyzed and coordinated towards an effective BPR. Marketing vertical's main focus is on all types of retail and MSME credit.

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20	Section 2.2 - Project Scope, Page - 8	The assessment should cover an overall 'Brand Study' involving the awareness, recall value and equity associated with Indian Bank	While 'Brand Study' is part of the scope of assessment of current model of the Bank, please confirm if 'Re-branding of Indian Bank' is part of the scope of assignment from an Implementation perspective	As per RFP terms
21	Section 2.2 - Project Scope, Page - 9	New Market areas and Products to be identified during the process of augmenting business	Request the Bank to clarify whether the New Market areas and Products are to be identified in the Indian context or International context. Request the Bank to also clarify whether the scope includes implementation of all the recommendations on New Market areas and Products within the duration of the project (24 months)	The New Market areas and products are to be identified in international context. Main focus is on Indian Market. YES – Implementation of all the recommendations on New Market areas and products are to be done within the project duration of 24 months.
22	Section 2.2 - Project Scope, Page - 9	Assisting in generation of policy frameworks	Request the Bank to clarify the expectation from Consultant on the nature of legal and other relevant expertise while framing policy documents.	To assist the Bank in framing policies on the approved changes which are technically /operationally/legally compliant for proper implementation
23	Section 2.2 - Project Scope, Page - 9	Handholding with necessary Training and Recruitment advisory	Request the Bank to clarify the expectation from Consultant on the nature of Recruitment Advisory – whether this is applicable for recruitment at specific levels or types or roles, etc. based on the recommendations for BPR and Marketing Vertical	If the finding of the consulting firm warrants recruitments at entry / lateral level, then the same will be considered.
24	Section 3.1 -Eligibility Criteria. Point no 3	The Consulting firm should have successfully concluded a minimum of 'three'	Request the Bank to consider revising the criteria as follows "The Consulting firm should have concluded a minimum of 'Two' programmes in PSU/ Private Sector Banks having at least '5000' employees	The Consulting firm should have successfully concluded a minimum of two programmes in Public / Private Sector Banks in India on Long Term Basis (more than 9 months) on

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	<p>Page - 11</p>	<p>programmes in Public/ Large Private Sector Banks (having at least 20,000 employees on rolls) in India on Long Term basis (more than 9 months) on the areas mentioned in point 2, in the last 10 years. They should have done at least one program on Organization Transformation including Strategic Business and Marketing Revitalization/ Excellence in India in the past 2 years</p>	<p>on rolls in India on Long Term basis (more than 9 months) on the areas mentioned in point 2, in the last 10 years. They should have done at least one program on Organization Transformation including Strategic Business and Marketing Revitalization/ Excellence in India in the past 2 years”</p>	<p>the areas mentioned above in Point no. 2, in the last 5 years. They should have done at least one program on Organizational Transformation including Strategic Business and Marketing Revitalization/ Excellence in India in the past 2 years.</p>
<p>25</p>	<p>Section 3.1 - Eligibility Criteria. Point no. 6; Page - 11</p>	<p>The bidder should be a profit making company/ firm during at least two out of immediate three consecutive financial years (2012-13, 2013-14, 2014-15)</p>	<p>Request the Bank to consider revising the criteria as follows “ The bidder should be a profit making company/ firm at “Profit Before Tax” level during at least two out of immediate three consecutive financial years (2012-13, 2013-14, 2014-15)”</p>	<p>As per RFP terms</p>

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26	Section 4.3.1 Technical Bid Evaluation Criteria; Page - 17	Experience of working in India with PSU Banks and Public Sector Financial Institutions on Organizational Transformation including Strategic Business in India. At least one programme must be there in Strategic Business and Marketing Experience in both i.e. Strategic Business and Marketing is must	Request the Bank to consider including the experience of undertaking Organization Transformation programmes including Strategic Business in India with Private Banks/ Financial Institutions as well for purpose of scoring	Experience of working in India with Public Sector Banks / Public Sector Financial Institutions / Private Banks on Organizational Transformation including Strategic Business in India. At least one programme must be there in Strategic Business and Marketing Experience in both i.e. Strategic Business and Marketing is must.
27	Section 4.3.4 (iv) Suitability of key resources; Page- 17	Experience of Team leader and Key persons in BPR activities in PSB - Qualification and relevant experience in BPR	Request the Bank to consider including the experience of undertaking BPR/ Organization Transformation programmes with Private Banks as well for scoring	Experience of Key persons in BPR activities in PSB / Private Banks - Qualification and relevant experience in BPR. Feedback from the clients on the implementation of BPR activities in PSBs / Private Banks.
28	Annexure B- Approach, methodology and work plan, Page - 41	Phase ii Pilot run (6 months)	The interventions pertaining to BPR general banking will have technology and associated vendor on-boarding requirement at appropriate time. Please clarify if assistance in identification, selection and project management of vendor implementation is part of the scope	As per RFP Terms.

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29	Annexure B - Approach, methodology and work plan, Page - 41	Phase ii Pilot run (6 months)	Some of proposed changes might have technology dependence for implementation and hence larger gestation period. Please clarify that Pilot assumed in Phase II is pertaining to non-technology changes. In which case project plan sequencing might have to be evaluated differently in a mutually agreed manner (Eg. Non technology changes across all streams to be piloted as Phase II while technology initiatives across are triggered in project mode. The pilot of technology linked initiatives can be triggered as per technology project timeline mutually agreed between Bank, consultancy Firm and technology vendor). Request your views on flexibility pertaining to sequencing of project plan events	As per RFP Terms.
30	Annexure B - Approach, methodology and work plan Page - 42	Phase III - Roll out across the Bank (12 months),	Please clarify if skill gap assessment and skill enhancement through training in context of roll out part of the scope	Gap assessment forms part of Phase - I. Skill enhancement through training forms part of Phase - IV.