



RFP: Benchmarking and Operational Review for FBA

<p>INTRODUCTION</p>	<p>Food & Beverage Atlantic wishes to conduct a benchmarking study and operational review. FBA seeks an experienced consultant to undertake this study, identify operational exemplars from similar national and regional not-for-profit food and beverage associations, and bring back specific recommendations. The benefits of this project will be instrumental to FBA as the association matures and takes an even stronger position as the regional food and beverage association in Atlantic Canada.</p>
<p>STATEMENT OF PURPOSE</p>	<p>To build the strength of both the Association and the food and beverage processing industry.</p>
<p>BACKGROUND INFORMATION</p>	<p>Vision: A better tomorrow through food.</p> <p>Mission: To build a strong food community within Atlantic Canada.</p> <p>Food & Beverage Atlantic has made substantial strides in the past three years, becoming a trusted voice and resource for members and stakeholders in the Atlantic Canadian food and beverage sector. This has been accomplished with the appointment of a strong board, and an intentional transition to a governance model from a traditional executive model. With core funding support from ACOA, FBA has expanded its service offerings to members and hired staff to deliver programming. Membership has grown and FBA has been entrusted by government agencies to act as proponent in delivering programs to enhance competitiveness and capability in Atlantic Canada.</p> <p>FBA has proven its ability to understand its members' needs and develop value propositions to drive improvement. The association team develops and manages programs and works tirelessly to attract members. This momentum compels the operational team and board to examine all opportunities to ensure sustainability and future growth. Through this activity, an understanding and evaluation of business models will help FBA plot a strategy toward a more sustainable future. It is envisioned that this benchmarking study would also help identify operational efficiencies and or gaps that could improve revenue capture and or expense reduction.</p>

SCOPE OF WORK AND DELIVERABLES

This project has three objectives:

1. Identify the potential of different revenue streams within similar food and beverage associations.
2. Identify the value for money offered through government funding for core activities and outline where efficiencies could be leveraged.
3. Identify operational efficiencies to improve delivery of service to members and/or to lower costs.

FBA proposes to hire a qualified consultant/firm with experience and knowledge of associations in the food and beverage sector across Canada. The consultant would lead a benchmarking exercise comparing FBA's programming, operations, and finances with associations in Quebec, Ontario, Manitoba, Alberta, Saskatchewan, and British Columbia (to the extent that these associations would be willing to share data). Similarly, the consultant would conduct a review of the other associations' revenue generation strategies to identify and evaluate the potential of alternate business model elements for FBA. Interview 2 ACOA Food Champion file members by the consultant.

The deliverables, included in a final report, for this project will include:

- A summary of benchmarking results for major cost centers and revenue.
- Report and analysis of cost and revenue streams in other jurisdictions.
- Identification and quantification of potential areas for improvement.
- Identification and quantification of potential alternate revenue streams.
- Any operational efficiency of cost and revenue generation recommendations.
- Organizational structure review and recommendations on cost savings and revenue
- Evaluation of board governance process and effectiveness
- Self-sufficiency and funding strategy for the short, medium, and the long term

TECHNICAL REQUIREMENTS

The entity must attest for the following qualifications and experiences:

- Strong ties to the food industry in Canada
- Current or recent ties to the private sector within the food ecosphere
- Detailed knowledge of the not-for-profit sector and/or industry association work
- Recognizable within the industry to be considered a subject-matter expert

TARGET AUDIENCE	Canadian food and beverage processing associations, third party for FBA (Accounting and audit firms, Association Management and events), FBA employees and directors.
BUDGET	The total cost of the project must not exceed \$70,000 including expenses.
PROJECT SCHEDULE	Deadline for project to be completed end June for key deliverables.
CONTRACT TERMS AND CONDITIONS	Expected start date is April 1, 2023, and end date of the contract is end June 2023, payment terms to be negotiated.
RFP TIMELINE AND REVIEW PROCESS	<p>Deadline to submit the proposal is 10th March 2023, and the expected timeframe to review responses and notify bidders of their status a week.</p> <p>The successful contractor will be determined on a point-rated basis (maximum – 125 points, minimum pass - 80 points) on the following criteria and ability to demonstrate:</p> <ul style="list-style-type: none"> • Experience in developing comprehensive business development strategies (25 points) • Overall quality of proposal based on demonstrated (100): <ul style="list-style-type: none"> • Understanding of the scope and objectives (20 points) • Approach (30 points) • Capability to deliver on project (i.e. network of partners/contacts to complete project, project team, (30 points) • Layout and conciseness of proposal (10 points) • Budget - based on details, value, allocations, layout, etc. (10 points)
SELECTION CRITERIA	Services proposed shall be reviewed and evaluated completeness and compliance of the proposal and responsiveness with the requirements of FBA. The proposal that complies with all the requirements, meets all the evaluation criteria and offers the best values for money shall be selected and offered the contract. FBA members, staff or directors, or third parties that worked with FBA in the past may not submit for the RFP.
REQUIREMENTS FOR PROPOSALS	The proposal must include the following:

- A company profile including résumés and roles of project team
- Proposed approach and methodology to address all deliverables
- Work plan and timelines
- A list of similar work projects undertaken in the past three years (3) and substantiate that the firm has gained experience through these projects.
- References and/or testimonials for similar work completed.
- Cost (in Canadian dollars) determination of best value may not result in the lower cost being accepted.

Detailed proposal may be submitted via email to Tammy Brideau, Executive Director - tammy@atlanticfood.ca. Vendor submissions are to be clearly labeled 'RFP- Benchmarking & Operations of FBA'. It is anticipated that the contractor would begin work immediately upon approval to proceed.

**Notification
Procedure**

Thank you for your interest in this RFP. Only successful bidders will be notified of contract awards(s).