



## **PRESS CORPORATION PLC**

### **REQUEST FOR PROPOSALS**

#### **TERMS OF REFERENCE FOR THE REVIEW OF THE OPERATING MODEL**

##### **1. Background**

Press Corporation Plc (PCL), incorporated in Malawi and listed on the Malawi Stock Exchange, is the largest holding company with interests in different sectors of the Malawi economy, including energy, hospitality, telecommunications, property management, financial services, food and fast-moving consumer goods. It is a highly diversified company with stakes in several subsidiary companies, joint ventures and associated companies. PCL's strategic approach emphasizes growth through investments in new projects and ventures, and in both green and brown fields. More details can be accessed on [www.presscorp.com](http://www.presscorp.com). Moving forward, PCL envisions to re-entrench its role as a catalyst for national development.

Against this background, PCL has developed a new strategic plan, and in order to ensure that it is aligned with its objectives, vision and mission, the company is reviewing the operating model of its Corporate Office. As such, the company seeks to engage a consultant who will review the current operating model and recommend the best practice befitting the stature of PCL. The purpose of this document is to provide potential consultant(s) with the terms of reference for this assignment.

##### **2. Objectives**

The objectives of this operating model review assignment are:

- a) To assess the effectiveness of the current operating model in guiding business towards its goals.
- b) To identify any gaps or areas of improvement in the operating model.
- c) To recommend best practice in the operating models of similar entities using benchmarks in the country and the region,
- d) To design and recommend the best operating model and the commensurate structure for the Corporate Office.



- e) To highlight the risks of the recommended operating model and their mitigation strategies.

### **3. Scope of Consultancy**

The scope of work for this project includes, but is not limited to:

- a) Review the current operating model
- b) Analyze the company's internal and external environment.
- c) Provide operating model best practice from similar entities in the region
- d) Develop a new operating model with the resources required and key outputs.

### **4. Key Deliverables**

The following are the key deliverables for the assignment:

- a) A comprehensive report detailing the findings and recommendations from the review of the current model
- b) A new operating model and a commensurate structure for the Corporate Office.
- c) Presentations to the PCL Executive Management, outlining the key findings, recommendations and the proposed new operating model and structure.
- d) Implementation roadmap and action plan, including milestones, timelines, and resource requirements
- e) Training materials and knowledge transfer sessions to empower internal teams in implementing and maintaining the operating model.
- f) Submission of final reports and outputs.

All the deliverables will be submitted both electronically and in hard copy.

### **5. Duration**

The timeline for this assignment is expected to be two **months**, with a final report due no later than the end of the third month. The timeline for deliverables will be mutually agreed upon between the consultant and PCL, with regular progress reviews and checkpoints scheduled throughout the engagement.

### **6. Qualifications**



PCL is looking for an individual consultant or a team of consultants (hereafter, the consultant) with demonstrated experience in reviewing and developing corporate operating models. The proposal should include curriculum vitae for the consultant. The consultant should possess the following:

- a) A post graduate qualification in finance, economics, or any related field from a reputable university or institution.
- b) A proven track record and demonstrate experience in developing operating models for complex organizations, preferably for a conglomerate or similar industries.
- c) In-depth knowledge of business process optimization, organizational design principles, and change management methodologies
- d) Strong analytical skills with the ability to translate insights into actionable recommendations.
- e) Relevant certifications or qualifications in business consulting, organizational development, or related fields would be advantageous.
- f) Strong analytical and communication skills.
- g) The ability to work collaboratively with the company's Executive Management and Board of Directors.
- h) Ability to complete the assignment within the agreed timeline.
- i) A proven track record of undertaking similar assignments. Submission of letters from traceable referees will be an added advantage.

## **7. Management of the Contract**

The consultant will report to the Chief Executive Officer on all administrative matters and key deliverables.

## **8. Obligation of PCL**

PCL will make available to the consultant all the relevant information on the assignment, and will be expected to review and approve all the deliverables.

## **9. The Technical Proposal and Financial Proposal**

The consultant will be expected to submit a technical and financial proposal for PCL's consideration.

## **10. Payments Terms**

The consultant is expected to propose a payment schedule which will be discussed during



contract negotiations.

## 11. Submission of Proposals

The proposals should include the following:

- a) A detailed project plan outlining the approach to be taken, including the methodology, timelines and deliverables.
- b) A budget proposal.
- c) A summary of the consultant(s) experience and qualifications.
- d) References from previous clients.

The consultant(s) will be required to submit one original and two (2) copies of both the Technical and Financial Proposals sealed in separate envelopes, and then both envelopes sealed in one outer envelope. The outer envelope should be clearly marked '**Tender for the Development of an Operating Model**', and should be sent to the address below by 12<sup>th</sup> July 2024 at 17:00 pm.

Requests for clarifications and applicants' proposals may be sent to:

The Chairperson, Internal Procurement Committee  
Press Corporation Plc  
P.O. Box 1227  
Blantyre  
E-Mail: [ipc@presscorp.com](mailto:ipc@presscorp.com)  
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