
TERMS OF REFERENCE – CONSULTANCY SUPPLIER

Project:	Swiss Tourism for Sustainable Development in Vietnam (ST4SD)
Consulting service:	Business model consultancy for Swiss EHT program
Contract term:	From May 2026 to September 2026
Application deadline:	Before 05 May 2026

1. Project Introduction

The Swiss Tourism for Sustainable Development in Vietnam (ST4SD), financed by the Swiss State Secretariat for Economic Affairs (SECO), aims at making Viet Nam's tourism sector more sustainable and inclusive. As part of the economic development cooperation of Switzerland for Viet Nam, it is implemented by the consortium of Helvetas Vietnam, a Swiss international NGO, and Center for Rural Economy Development (CRED), a Vietnamese NGO. The Ministry of Culture, Sports and Tourism appointed the Viet Nam National Authority of Tourism as the project owner.

The Swiss Executives Hospitality Training Program (Swiss EHT Program), a key initiative under Component 2 of the ST4SD project, aims to strengthen human resources for the hospitality sector in Viet Nam. This high-level education program is designed for mid-level and senior management in Vietnamese hospitality enterprises, providing future leaders with the tools to deliver exceptional service while maintaining a commitment to sustainability. The ST4SD project facilitates sustainable cooperation between selected educational institutions in Viet Nam and the EHL Hospitality Business School to develop this program, which features an international focus based on meeting the practical demands of enhancing the quality of the domestic workforce.

Swiss EHT has been introduced to 4 pilot training institutes in late 2024 (round 1) and 3 training institutes in early 2026 (round 2) where the first group, after the TOT training by EHL, have carried series of trainings with the financial and technical support from the ST4SD. The institutes in the meantime also actively collaborated with the public actors (Department of Tourism) in several provinces to deliver EHT training to end learners.

To capture the full picture of the EHT training as a new and potential training products in the hospitality training in Vietnam, the lessons learnt and the possible self-sustained of the EHT training model, it is crucial to have consultancies to make a review and develop the business plan/ strategy for the Swiss EHT model with different training institutions, particularly the roadmap for cost recovery.

The content of the Swiss EHT program can be found at its brochure [here](#).

2. Objectives

The objective of this assignment is to produce a practical, evidence-based **business model, commercialisation strategy, and cost-recovery roadmap** for the Swiss Executives Hospitality Training (Swiss EHT) programme in Viet Nam, with clear outputs and actionable recommendations for both the ST4SD project and partner institutions.

Specifically, the consultancy shall deliver:

1. **A market-informed commercial positioning of Swiss EHT in Viet Nam**, including its value proposition, target customer segments, competitive advantages, market entry conditions, and requirements for successful uptake in the hospitality training market.
2. **A commercialisation strategy for scaling Swiss EHT nationally**, identifying viable channels, partnership models, and the roles of key actors such as training institutions, tourism authorities, hospitality enterprises, and relevant industry stakeholders.
3. **Institution-specific business plans for each participating training institution**, setting out feasible delivery models, operational requirements, partnership arrangements, pricing logic, marketing approach, resource needs, and revenue-generation options for offering Swiss EHT as a commercial training product.
4. **A cost-recovery and sustainability roadmap** for the Swiss EHT model, covering the remaining project period and a forward-looking post-project vision, with practical pathways for financial sustainability and progressive reduction of project subsidy.

3. Deliverables/ Scope of work

The consultant will be responsible for delivering a complete package of analytical and operational outputs to support the commercialisation and sustainability of the Swiss EHT programme.

3.1. Scope of work

The consultant shall undertake, at minimum, the following tasks:

1. Desk review and inception

- Review all relevant Swiss EHT programme documents, training materials, implementation records, partnership arrangements, and available monitoring results.
- Analyse the current Swiss EHT model, including its unique selling points, target market, delivery approach, pricing assumptions, and institutional set-up.
- Prepare an inception note detailing the proposed methodology, workplan, stakeholder engagement approach, and outline of deliverables.

2. Stakeholder consultation and market assessment

- Conduct interviews and/or consultations with all participating training institutions, including both round 1 and round 2 partners, to assess:
 - institutional capacity to deliver Swiss EHT;
 - readiness for commercialisation;
 - operational strengths and constraints;
 - partnership opportunities and risks.
- Conduct additional consultations, where relevant, with tourism authorities, hospitality enterprises, alumni/learners, and EHL Hospitality Business School to validate market demand, relevance, and commercial potential.
- Assess the market conditions for Swiss EHT in Viet Nam, including potential customer segments, willingness to pay, competing or comparable executive training offers, and factors affecting market entry and scale-up.

3. Co-development of business options

- Facilitate two consultative workshops:
 - one workshop with round 1 / more experienced partner institutions;
 - one workshop with round 2 / newer partner institutions.
- Use the workshops to validate findings, identify commercially viable delivery models, and co-develop institutional and programme-level business options.

4. Development of outputs and final recommendations

- Develop a business strategy for the nationwide commercialisation of Swiss EHT.
- Develop an individual business plan for each partner training institution.
- Develop a cost-recovery and sustainability roadmap for the Swiss EHT model.
- Present draft findings and recommendations to ST4SD and relevant stakeholders for feedback.

Finalise all deliverables incorporating comments received.

3.2. Expected deliverables

The consultancy is expected to produce the following deliverables:

Deliverable 1. Inception Report

An inception report submitted at the start of the assignment, including methodology, analytical framework, stakeholder mapping, detailed workplan, and proposed structure of the final outputs.

Deliverable 2. Market and Institutional Assessment Report

A diagnostic report summarising:

- the current Swiss EHT model and value proposition;
- market demand and commercial potential in Viet Nam;
- stakeholder roles and ecosystem analysis;
- institutional capacity and readiness of each training partner;
- key opportunities, constraints, and assumptions for commercialisation.

Deliverable 3. National Business and Commercialisation Strategy for Swiss EHT

A strategy document that defines:

- the commercial positioning of Swiss EHT in Viet Nam;
- target markets and customer segments;
- partnership and distribution channels;
- roles of training institutions, tourism authorities, and enterprises;
- marketing and outreach recommendations;
- options for expansion and replication beyond the current project partners.

Deliverable 4. Business Plans for Each Partner Training Institution

A separate business plan for each participating institution, including:

- proposed delivery model;
- target learners and client segments;
- partnership approach;
- resource and staffing requirements;
- marketing and recruitment approach;
- indicative pricing and revenue model;
- implementation steps and risk considerations.

Deliverable 5. Cost-Recovery and Sustainability Roadmap

A practical roadmap covering the period until project closure (3/2027) and the post-project phase (2027 – 2031), including:

- cost structure and financing assumptions;
- phased subsidy reduction and cost-sharing options;
- revenue-generation pathways;
- milestones for institutional and financial sustainability;
- recommendations for long-term governance and ownership of the Swiss EHT model.

Deliverable 6. Validation Workshops

Two facilitated workshops with partner institutions and relevant stakeholders, with presentation materials, participant inputs, and summary notes documented and reflected in the final outputs.

Deliverable 7. Final Consolidated Report and Presentation

A final consultancy package comprising the revised deliverables above, an executive summary, and a presentation of key findings and recommendations to ST4SD.

4. Selection criteria

Proposals will be evaluated based on the following criteria:

- Quality and completeness of the proposal
- Cost effectiveness
- Experience in developing the business model missions, preferably in the hospitality training sector
- Previous experience working with international cooperation programs or with the Government of Vietnam.

5. Proposal submission

Interested suppliers are requested to submit their proposals detailing the following:

- CV, cover letter and portfolio of previous similar experience.
- Certificate of good completion of similar work
- Applicants will indicate their expected daily rate (including VAT) and number of days to conduct the consultancy.

(Note: all cost related to travel, workshop and other logistical needs will be covered separately by the project following EU cost norm. Candidates should only submit their financial proposal indicating daily rate and expected number of days)

The submitted documents must be **password-protected**. You will be asked for the password after submitting the application. Proposal should be sent to procurement@st4sd.vn and assist3@st4sd.vn before 3pm on Friday, 05 May 2026.

The email subject line should begin with: [RFPC2-170426-ST4SD] Business model consultancy for Swiss EHT program

Please note that only shortlisted candidates will be contacted.