

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Vizhinjam International Seaport Limited: Structuring the Project to  
Attract Bidders – Lessons from four rounds of Bidding**

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## **Vizhinjam International Seaport Limited: Structuring the Project to Attract Bidders - Lessons from four rounds of Bidding**

### **Abstract**

The case documents the four rounds of bidding conducted to attract a private bidder for developing a port and/or container terminal at Vizhinjam in Kerala. The case describes how the project was structured differently each time so as to make it attractive to a bidder. It exposes students to scenarios wherein despite an open tender, only a single bid is received. The teaching note describes various project structures suggested by International Finance Corporation and the pros and cons of the structure adopted in each bidding round.

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