

THIS AGREEMENT is dated

17 April 2018

**ROYAL DUBLIN SOCIETY of
Ballsbridge, Dublin 4**

TENDER FOR:

Ungerboeck Optimization Project

REFERENCE NUMBER:

UNGERBOECKDEV2018

TENDER RETURN DATE AND TIME

(DEADLINE): 25 May 2018 at 3PM

1. INTRODUCTION AND BACKGROUND

The RDS is issuing this invitation to tender (**ITT**) to interested suppliers in connection with the procurement of the goods and/or services (**Services**) described in the specification set out in *Schedule 11 (Specification)*.

Each tender (**Tender**) submitted by each supplier who responds to this ITT (**Tenderer**) should be detailed enough to allow the RDS to make an informed selection of the most appropriate solution.

Subject to the terms of this ITT, the RDS proposes to enter into a contract (**Contract**) with the successful Tenderer (**Service Provider**).

1.1 Introduction to the Royal Dublin Society

Home to Ireland's best known venue, the RDS is Ireland's Philanthropic Society. It was founded in 1731 to support Ireland to thrive economically and culturally. Funded by our commercial operations, the RDS continues this mission today through our philanthropic work programme that spans across science, the arts, agriculture, business and equestrianism.

1.2 Scope of the Services

RDS recently carried out a strategic review of the applications supporting their commercial activities. The review indicated that the main applications remained fit for purpose but suggested that the RDS was not gaining maximum benefit from its core

Venue Management software (Ungerboeck EMBS). As a result, RDS plans execute a project to enhance the use of EBMS within the organization. The scope of this project includes the following:

- Business process re-engineering to define the high level the “to be” processes which can be supported off the shelf by the EBMS solution. The scope should include the processes required to expand usage of EBMS into the commercial aspects of the *Longines FEI Jumping Nations Cup of Ireland* at the Dublin Horse Show™
- Implementation Consulting to include gap analysis and full configuration and parameterization of the system to support the “to be” business process. This would include re-implementation of the Security Model
- Identification and Development of key operational reports where they are not available off the shelf
- Systems Integration testing of the revised implementation as well as UAT support (UAT) will remain the responsibility of RDS)
- End User training
- Technical training for ICT staff
- Upgrade to the latest stable version as well as performance optimization
- On-site post implementation support for a period of 3 weeks after go-live
- Remote post implementation support for a three month period after go-live
- Provision of an audit control pack
- Integration between EBMS and the existing Sun Accounts system to support the “to be” business processes in a seamless fashion

RDS expects the following benefits to be realised from this ITT

- Enhanced business process with the Elimination of manual hand-offs and automated data transfer between EBMS and Sun Accounts eliminating re-keying
- Standard business process for dealing with all customers from initial inquiry through to post event invoicing
- Enhanced business intelligence single view of event in terms of the revenue generated with a better overall view of asset utilisation
- Higher levels of ICT Security with a higher level of granularity on the role based access control

Tenders will be expected to clearly show how their services will result in the above benefits being realised.

1.3 **Contract term**

The RDS:

- (a) proposes to enter into one or more Contracts for a maximum period of 18 months with the successful Service Provider;
- (b) anticipates that the commencement date of the Services will be June 2018.

1.4 **Purpose and scope of this ITT**

This ITT:

- (a) asks Tenderers to submit their Tenders in accordance with the instructions set out in the remainder of this ITT;
- (b) sets out the overall timetable and process for the procurement to Tenderers;
- (c) provides Tenderers with sufficient information to enable them to provide a compliant Tender;
- (d) sets out the evaluation criteria that will be used to evaluate the Tenders; and
- (e) explains the administrative arrangements for the receipt of Tenders.

1.5 Regarding requests for clarifications any enquiries or requests for clarification of any matters arising from this ITT should be sought from Senan Healy at the RDS and must be made in writing by post or email as follows:

- Contact name: Senan Healy

- Address:
RDS
Anglesea Road
Ballsbridge
Dublin 4
- Email: tenders@rds.ie

Tenderers are advised not to rely on communications from the RDS in respect of the Services or ITT unless they are made in accordance with these instructions. The deadline for requests for clarification is set out in clause 2.

1.6 Clarifications about the contents of the Tenders

The RDS reserves the right (but shall not be obliged) to seek clarification of any aspect of a Tenderer's Tender or request for information during the evaluation phase. Tenderers are asked to respond to these requests promptly and to avoid vague or ambiguous answers.

2. TENDER TIMETABLE

2.1 Key dates

The Timetable is currently anticipated to be as follows:

Event	Date
ITT issued.	17 April 2018
Deadline for receipt of clarifications.	27 April 2018
Target date for responses to clarifications.	4 May 2018
Deadline for receipt of Tenders.	18 May 2018
Target commencement date of the Services.	5 June 2018

RDS may, at its sole discretion, vary the above Timetable and shall notify all Tenderers as soon as possible.

2.2 Deadline for receipt of Tenders

The respondent is required to confirm whether or not it will be submitting a response to this ITT by email or post by no later than the date set out in the Timetable.

Responses to this ITT must arrive at the address and in the manner prescribed under *section 3.1* no later than the Deadline.

Any Tender received after the Deadline shall not be opened or considered. The RDS may, however, in its own absolute discretion extend the Deadline and, in these circumstances, the RDS will notify all Tenderers of any change.

2.3 **Contract award**

Contract award is subject to the formal approval process of the RDS. Until all necessary approvals are obtained, no Contract(s) will be entered into. **Contract award notification**

Once the RDS has reached a decision in respect of contract award, it will notify all Tenderers of that decision. The RDS will not be obliged to discuss reasons for declining any response.

3. **TENDER COMPLETION INFORMATION**

3.1 **Formalities**

The envelope, packing or postmark must be sealed and must not indicate the identity of the Tenderer. Tenders with external identification may not be opened or considered. It must be clearly labelled "Private & Confidential: Ungerboeck Optimization Project Procurement". It must be addressed as follows:

Senan Healy
RDS Office Reception
Anglesea Road
Ballsbridge
Dublin 4

The following requirements must be adhered to when submitting Tenders:

- (a) the Tender must be in English and drafted in accordance with the drafting guidance set out in this ITT;
- (b) each Tender must be uniquely named or referenced;
- (c) each page must be single sided;

- (d) a table of contents must be provided;
- (e) the Tender must be fully cross-referenced;
- (f) a list of supporting material must be supplied;
- (g) pages must be A4 in size or, where necessary, A3 folded in half;
- (h) It is recommended the tender submission be delivered by registered post to RDS Finance main reception. RDS will not accept responsibility for items delivered without registered post.
- (i) The pricing on the tender submission must be valid for at least 90 days after the date of submission

The Tender must be clear, concise and complete. The RDS reserves the right to mark a Tenderer down or exclude it from the procurement if its Tender contains any ambiguities or lacks clarity.

Where the Tenderer is a company, the Tender must be signed by a duly authorised representative of that company. In the case of a partnership, all the partners should sign or, alternatively, only one may sign, in which case he must have and should state that he has authority to sign on behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership. In the case of the sole trader, he should sign and give his name in full together with the name under which he is trading. The authority document included in Schedule 2 must be fully completed and returned with any Tender.

Please supply details of the person at your organisation who can be contacted by the RDS in relation to your response. Please give details of any other people within your organisation who should be contacted to answer queries in relation to specific areas of your response. For each person please give their:

- name;
- title;
- address and location;

- telephone number; and
- email address.

3.2 **Contract**

Signature of the RDS Supplier Framework Agreement is required ahead of project commencement. Details of the RDS Supplier Framework Agreement will be published at the clarification stage of the tender process

3.3 **Documents forming the Contract**

The following documents shall form part of the Contract between the RDS and the successful Tenderer(s):

- (a) the Contract and its Schedules;
- (b) the Specification;
- (c) responses to requirements in the form required by the Customer (as completed by the Service Provider).

3.4 **Changes affecting a Tenderer**

Tenderers must inform the RDS in writing of any change in control, composition or membership of that Tenderer. In these circumstances, the RDS reserves the right to disqualify the Tenderer from any further participation in the procurement process.

3.5 **Consortia and subcontractors**

The RDS requires all Tenderers to identify whether and which subcontracting arrangements apply in the case of their Tender, and precisely which entity they propose to be the Service Provider.

3.6 **Warnings and disclaimers**

While the information contained in this ITT is believed to be correct at the time of issue, neither the RDS, its advisors, nor any other awarding entities will accept any liability in any circumstances for its accuracy, adequacy or completeness, nor will any express or implied warranty be given. This exclusion extends to liability howsoever arising in relation to any statement, opinion or conclusion contained in, or any omission from, this ITT (including its Schedules) and in respect of any other written or oral communication transmitted (or otherwise made available) to any Tenderer. No

representations or warranties are made in relation to these statements, opinions or conclusions. This exclusion does not extend to any fraudulent misrepresentation made by, or on behalf of, the RDS.

All suppliers should note that any quantities or volumes contained in this ITT are for indicative purposes only, and any future quantities or volumes may vary from those stated.

If a Tenderer proposes to enter into a Contract with the RDS, it must carry out its own due diligence enquiries and rely only:

- on its own enquiries and judgment in relation to this procurement, including the preparation of its Tender; and
- on the terms and conditions set out in the Contract(s) (as such Contract may be varied or updated and as and when finally executed), subject to the limitations and restrictions specified in it.

Neither the issue of this ITT, nor any of the information presented in it, should be regarded as a commitment or representation on the part of the RDS (or any other person) to enter into a contractual arrangement.

All suppliers are recommended to seek their own financial and legal advice.

3.7 **Confidentiality**

The contents of this ITT must not be copied, reproduced, distributed or passed to any other person at any time except for the purpose of enabling the Tenderer to submit a Tender.

3.8 **Publicity**

No publicity regarding the Services or the award of any Contract will be permitted unless and until the RDS has given express written consent to the relevant communication.

3.9 **RDS's rights**

The RDS reserves the right to:

- (a) waive or change the requirements of this ITT from time to time without prior (or any) notice being given by the RDS;

- (b) seek clarification or documents in respect of a Tenderer's submission;
- (c) disqualify any Tenderer that does not submit a compliant Tender in accordance with this ITT;
- (d) disqualify any Tenderer that is guilty of misrepresentation in relation to its Tender, expression of interest or the tender process. Any Tenderer who directly or indirectly canvasses any employee of the RDS concerning the award of the Contract will be disqualified. The RDS may exclude any Tenderers from the tender process who have been found to be in breach of confidentiality or intellectual property rights and may pursue any remedy or take any other action for breach as it considers appropriate;
- (e) withdraw this ITT at any time, or to re-invite Tenders on the same or any alternative basis;
- (f) choose not to award any Contract as a result of the current procurement process; and
- (g) make whatever changes it sees fit to the Timetable, structure or content of the procurement process, depending on approvals processes or for any other reason.
- (h) to award contracts to multiple vendors to cover the services required.

3.10 **Tender costs**

The RDS will not in any circumstances be liable for any Tender costs, expenditure, work or effort incurred by a Tenderer in carrying out enquiries in relation to, proceeding with, or participating in, this procurement, including if the procurement process is terminated or amended by the RDS.

3.11 **Intellectual property**

All intellectual property rights in this ITT and all materials provided by the RDS or its professional advisors in connection with this ITT are and shall remain the property of the RDS and/or its professional advisors.

Schedule 1 Specification

Refer to the attached document titled “RDS EBMS Enhancement - ITT Schedule 2 Specification”

Schedule 2 Form of Tender

FORM OF TENDER: TENDER CERTIFICATE

To: [NAME OF COMPANY]

Date: [DATE]

PROVISION OF: [TITLE OF CONTRACT]

REFERENCE NUMBER: [REFERENCE NUMBER]

I warrant that I have all requisite authority to sign this Tender and confirm that I have complied with all the requirements of the ITT.

Signature

Name and Status

Signature

Name and Status

For and on behalf of

[NAME OF COMPANY, PARTNERS OR CONSORTIUM]

Co. Reg No

CHY No_

Vat Number



Ungerboeck Optimization Project

Schedule 2 Specification

13/04/18

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1.0 Introduction

The RDS is Ireland's leading philanthropic society. It's Foundation Work Programme spans across science, the arts, agriculture, enterprise and equestrianism, and is funded by the commercial operations located in the RDS venue as well as philanthropic donations. The RDS is a registered charity. The purpose of all commercial activities is to ensure the continued delivery of its Foundation mission.

The venue is a 40-acre campus with a mixture of facilities which hosts a wide range of events. In 2017, the RDS will host circa 320 commercial events attracting circa 1.8m visitors to the campus. In addition, the RDS will host hundreds of Foundation events. The success of the RDS, given the complexity of the event calendar in terms of both the scale and variety of events, is due to a number of key strengths including:

- The venue location
- The longstanding relationships with the clients
- The flexibility of the venue to become whatever the client desires
- The flexibility of staff and the RDS service offering

RDS management wish to improve the management of the venue facilities to optimise opportunities and to take advantage of modern information systems to deliver a more efficient and effective service to the venue's customers. RDS wishes to ensure that it is well positioned to meet the demands of it's clients in how it does business over the coming 5 to 10 years.

Currently, the RDS uses a range of information systems such as:

- Sun Accounts
- Ungerboeck EBMS (venue booking and associated service provision)
- Filemaker Pro databases
- A bespoke *Longines FEI Jumping Nations Cup of Ireland* at the Dublin Horse Show™ Management SQL database
- Access Thankq CRM system

Ungerboeck EBMS and Sun Accounts are the primary systems which are used to support the commercial activities of the RDS.

1.1 Overview

Because of a recent strategic review, the RDS wishes to carry out a Ungerboeck Optimization Project with a view to achieving the following benefits:

- Enhanced business process with the elimination of manual hand-offs and automated data transfer between EBMS and Sun Accounts eliminating re-keying

- Standard business process for dealing with all customers from initial enquiry through to post event invoicing
- Enhanced business intelligence single view of event in terms of the revenue generated with a better overall view of asset utilisation
- Higher levels of ICT Security with a higher level of granularity on the role-based access control

RDS wishes to leverage the existing EBMS software modules which it has already licensed but is willing to consider a proposal to purchase new EBMS modules where the vendor can clearly demonstrate the business benefits of doing so

2.0 Scope

The scope of the project is as follows:

1. Business process alignment to define the high level “to be” processes which can be supported off the shelf by the EBMS solution. The scope should include the processes required to expand usage of EBMS into the commercial aspects of the *Longines FEI Jumping Nations Cup of Ireland* at the Dublin Horse Show™
2. Implementation consulting to include gap analysis and full configuration and parameterization of the system to support the “to be” business process. This would include:
 - a. Overall project management
 - b. Configuration and parametrization
 - c. Re-implementation of the Security Model and ensuring GDPR compliance
 - d. Identification and development of key operational reports where they are not available off the shelf
 - e. End user training
 - f. Technical training for ICT staff
 - g. Upgrade to the latest stable version as well as performance optimization
 - h. Systems Integration testing of the revised implementation as well as UAT support (UAT will remain the responsibility of the RDS)
 - i. Knowledge transfer and training
 - j. On-site post implementation support for a period of 3 weeks after go-live
 - k. Remote post implementation support for a three month period after go-live
 - l. Provision of an audit control pack
3. Integration between EBMS and the existing Sun Accounts system to support the “to be” business processes in a seamless fashion. Please note that any enhancement to

the Sun Accounts system is outside the scope of this Invitation to Tender. However, bi-directional integration of Accounts Receivable data will be a requirement and the design and development of this integration is within scope.

2.1 Business Process Alignment

Business Process Alignment (BPA) is how the RDS will adapt to the best practices process and functionality within EBMS in order to better support the business processes.

The key objective from the BPA process

- To use the built-in processes and functionalities of the EBMS. No customizations should result as BPA is not intended to be a business process re-engineering (BPR) effort but an alignment to the process already supported by the package
- To minimize user resistance to change by facilitating a process where RDS personnel interact with experienced consultants knowledgeable in EBMS and how it is used at other venues
- To focus on business change not just new technology implementation and to understand the business change impact
- To define the scale of the organisational and process change required to adapt to the solution

The following criteria will be used to evaluate the success of the exercise:

- Reduction of current process cycle times
- Increase in operational efficiency and reduction in operational risk
- Reduction in current paper-based processing
- Maximization of straight through processing and utilization of predefined workflows
- Utilization of best practice processes and features within the package which are not currently used

The business process alignment is seen as a precursor to the re-implementation process. RDS expects that the BPA exercise should be completed in a period of 2-3 weeks. The Vendor is free to provide an alternative timeline which RDS may consider if there is adequate justification.

2.1.1 Business Process Alignment Service Scope

The scope of the business process alignment services includes the following:

- To review with the RDS, in a workshop setting, the process model of EBMS to ascertain how it can be best used in the RDS environment
- To define what off-the-shelf processes can be adopted by the RDS using the existing software which is licensed
- To identify, at a high level, any gaps which could be supported by additional software modules
- To define the process model of the EBMS package which will be implemented by RDS
- To identify what modules of the EBMS solution are currently under-utilised and could be leveraged to better support the business process
- To identify the potential to use additional EBMS modules where there is a clear business case in terms of the benefits which would be realised

It should be noted that the scope of the BPA is restricted to those processes which touch the EBMS and not the complete process map of the organisation.

2.1.2 Business Process Alignment Service Scope – Outputs

The following are the expected outcomes from the BPA exercise:

- A process blue print of how EBMS will operate in the RDS environment
- A high-level target functional architecture in terms of what modules will be used and what processes they will support
- A high-level business requirements definition for the required interface developments (between EBMS and Sun Accounts) as well as an estimate of what it will cost to build the interfaces
- Validated benefits case showing how the re-implementation will realize the expected benefits.

2.1.3 Business Process Alignment Proposed Personnel

The personnel being proposed to carry out the BPA exercise are fundamental to its successful implementation. RDS would expect that the vendor will propose senior resources with at least 10 years' experience. RDS will review the proposed personnel CV before the commencement of the BPA and may approve or reject them as they see fit after an interview process. If any CV is rejected, then the EBMS Vendor will provide a suitably qualified alternative. It is expected that the resources proposed would be dedicated for the duration of the BPA and would not be rotated.

2.1.4 Business Process Alignment Roles and Responsibilities

The tables below identify the roles and responsibilities associated with the requested business process alignment services.

An A, R, C or I is placed in the column under the party that will be responsible for performing the task:

- A — Accountable
- R — Responsible (Executes the task) One or more parties can be Responsible. Only one party can be Accountable)
- C — Consulted (upfront)
- I — Informed (afterward)

Business Process Alignment	Vendor	RDS
Provision of a Venue Specific Process Model	A, R	I
Provision of a list of “as is” business processes	I	A, R
Schedule and facilitate interviews, group workshops and surveys to determine the Process Model Blueprint (i.e. “to be” processes for RDS)	A, R	C, I
Approval of the RDS specific “to be” process blueprint	R	A, R
Identification of a RDS team who are qualified to participate in the process	C	A, R
Contribute RDS business process and data-related knowledge materials and personnel to complete the process blueprint	C	A, R
Develop a RDS specific business process blueprint based on the EBMS software process model	A, R	C
Develop business requirements and cost estimates for interface between EBMS and Sun Accounts	A, R	R
Approve interfaces	R	A, R
Assess the business change impact of the process model blueprint	R	A
Develop a target functional architecture outlining the functional modules proposed and cross reference this against the process model	A, R	C
Provide assurance of the outputs of the overall BPA activity	R	A/R

2.2 Implementation Consulting

RDS's key objectives from the implementation process are:

- To configure the package according to the defined business process model which has been identified in the BPA process
- To complete the implementation in the lowest possible time frame considering RDS resource availability
- To ensure that the system is adequately tested so that there are no operational issues once in production
- To ensure that the production environment is capable of operating at the required levels of performance and reliability

2.2.1 Implementation Consulting Service Scope

The scope of the implementation services includes the following:

- Project management of vendor tasks and resources
- Provision of an overall methodology to run the implementation
- Functional blueprint to include implementation consulting for the configuration and parameterization of the system according to RDS specific business requirements (based on the process blueprint identified in the BPA phase)
- Development of key reports
- System integration testing
- Support for RDS as they complete the UAT process Knowledge transfer and training for RDS users and ICT staff
- On site post-implementation support for a period of time after the system has been out into production

2.2.2 Implementation Consulting Proposed Personnel

The personnel being proposed to carry out the implementation are fundamental to its successful implementation. RDS would expect that the vendor will propose an experienced team led by a senior resource with at least 10 years' experience.

RDS will review the proposed personnel CV before the commencement of the implementation and may approve or reject them as they see fit after an interview process. If any CV is rejected, then the Vendor will provide a suitably qualified alternative. It is expected that key resources proposed would be dedicated for the duration of the implementation and would not be rotated.

2.2.3 Implementation Consulting Roles and Responsibilities

The tables below identify the roles and responsibilities associated with the requested vendor services. The table outlines the basic relationship model RDS will maintain with the Vendor in various activities of the requested services.

An A, R, C or I is placed in the column under the party that will be responsible for performing the task:

- A — Accountable
- R — Responsible (Executes the task) One or more parties can be Responsible. Only one party can be Accountable
- C — Consulted (upfront)
- I — Informed (afterward)

2.2.3.1 Project Management

The Vendor is expected to support the implementation with the appropriate project management services to ensure that the project is completed on schedule. This will include the management of the Vendor resources as well as regular progress reporting to RDS

Table 1. Project Management Roles and Responsibilities

Project Management Roles and Responsibilities	Vendor	RDS
Define Project Management Approach		
Provide methods, standards and tools for project management. This should include project reporting requirements defining the frequency of reporting and meetings with RDS	A, R	C
Accept methods, standards and tools project management	I	A, R
Define Implementation Project Plan		
Provide project definition and plan, identify major critical milestones, phase budget and project deliverables	A, R	R
Provide detailed project planning, identify critical path dependencies.	A, R	R
Approve Project Plan		
Approve the project plan, critical path, dependencies, deliverables and resources	R	A
Manage Project Execution and Monitor Progress		
Manage execution of the project plan	R	A
Manage project change control	R	A
Report on project progress, budget, risk and issues	A, R	I
Govern project progress, budget, risks and issues	C	A, R

2.2.3.2 Functional Blueprint

Building on the BPA the functional blueprint will confirm the business goals of the project and the business processes to support those goals. This phase also includes the requirements definition activities associated with the assessment of business and user requirements that are used to determine the implementation configuration.

The following should be the outcomes of the functional architecture blueprint:

- The development of a specific functional architecture blueprint to support the new business process to be adopted by RDS
- A document outlining the required parameterization and configuration to meet the business requirements and process model
- Interface specifications for the integration between EBMS and Sun Accounts
- A software instance of EBMS configured according to the functional blueprint and available to RDS for UAT
- The code required for EBMS to Sun Accounts integration

The outcome from the Business Process Alignment will be a key input to the functional blueprint.

Table 2. Functional Blueprint Roles and Responsibilities

Functional Blueprint Roles and Responsibilities	Vendor	RDS
Conducting interviews, group workshops and surveys	A, R	R
Facilitating consensus with RDS business users	A, R	R
Validating requirements, designs and configuration	R	A, R
Refine BPA requirements to translate into a functional design	A, R	R
Develop detailed interface requirements for the integration required between EBMS and Sun Account	A, R	C
Develop a document containing the key parameterization and configuration required for EBMS to meet business requirements	A, R	C
Design user roles and security profiles for the proposed solution	A, R	R
Approve the functional blueprint	R	A, R
Prepare infrastructure environments to upgrade EBMS to the latest stable version	C	A, R
Upgrade and configure the system on multiple environments as needed (development, test, pre-production, etc)	A, R	C

2.2.3.3 Report Development/BI

As part of the implementation it is expected that key reports will be a standard part of EBMS or will be developed as part of the scope of work.

The vendor should also provide a comprehensive list of reports which come as a standard part of the package. This should include available audit and control reports.

In addition the vendor will be expected to develop an approach to reporting and business intelligence which will identify the most appropriate data architecture and software tools to support on-going management reporting and business intelligence requirements.

Table 3. Report Development Roles and Responsibilities

Report Development Roles and Responsibilities	Vendor	RDS
Development of an overall approach to Reporting and Business Intelligence	A, R	C
Approve approach to reporting and business intelligence	I	A, R
Identification of required off-the-shelf and customised reports	A, R	R
Development of report specifications for customised reports	A, R	C
Approval of report specifications	I	A, R
Development of required reports	A, R	C

2.2.3.4 Testing

The following are the expected outcomes of the testing tasks:

- A test methodology to include all test phases up to UAT
- Completion of all testing up to UAT
- Support for the UAT process (which will be led by RDS) and fixing of bugs where identified by the UAT

NB: The development of specific RDS test scenarios and scripts will not be part of the scope of this section but the vendor will be expected to provide sample test scenarios and scripts which RDS can use as a framework.

Table 4. Test Design Roles and Responsibilities

Test Design Roles and Responsibilities	Vendor	RDS
Develop a test methodology which covers all test phases	A, R	R
Completion of all testing up to UAT	A, R	I
Completion of UAT	C	A, R
Support for the UAT including bug fixing	A, R	R
Provision of sample test scenarios and scripts	A, R	C

2.2.3.5 Knowledge Transfer/Training

RDS plan to recruit an ICT resource to manage the on-going operation of EBMS and wish to have a high level of in-house knowledge to provide 1st and 2nd level support to users. This would include:

- Operation and configuration
- Changing system parameters
- Report development
- Screen changes

The following are the expected outcomes of the Knowledge Transfer process:

- A training plan which covers technical (for ICT staff), Super Users and Normal day to day users
- A knowledge transfer plan detailing specific tasks which will need to occur outside of formal training

Table 5. Knowledge Transfer Training Roles and Responsibilities

Knowledge Transfer Roles and Responsibilities	Vendor	RDS
Define training requirements for ICT staff, super users and normal end users. This should identify training courses and number of days required. Note: training will also be required for 3 rd parties who will require access to the RDS EBMS (e.g. hospitality company, car parking, AV suppliers)	A, R	I
Prepare training material	A, R	C
Deliver training on-site	A, R	C
Deliver training off-site as required	A, R	C
Develop knowledge transfer plan including provision of a user manual	A, R	C

2.2.3.6 On-Site Post Implementation Support

RDS expects the vendor to propose on site post-implementation support after the system has gone into production. This should involve at a minimum

- A minimum of 3 weeks on-site post go-live support using **experienced** vendor staff
- 3 months remote support at an enhanced level with a defined service level agreement

Table 6. On-Site Post Implementation Support Roles and Responsibilities

Knowledge Transfer Roles and Responsibilities	Vendor	RDS
Propose CV's for on-site support at RDS	A, R	C
Approve CV's for on-site support	I	A, R

Knowledge Transfer Roles and Responsibilities	Vendor	RDS
Provide on-site resource to manage system bugs, data inconsistency or performance related issues and related tracking through resolution and sign-off	A, R	C
Approve of all systems fixes with formal sign-off	I	A, R
Provide remote support at an enhanced level with a defined service level agreement	A, R	C

2.3 Integration between EBMS and Sun

The following are the expected outcomes from the integration tasks:

- Development of the bi-directional interfaces between EBMS and Sun Accounts to provide a high level of straight through processing

Vendors may wish to cover the full integration themselves or if they wish they may collaborate with the vendor (Core Financial, contact details supplied on request) who currently supports the Sun Accounts system to achieve end to end integration. However, the vendor will remain responsible for the successful completion of the end to end integration.

Table 7. Integration Roles and Responsibilities

Integration Roles and Responsibilities	Vendor	RDS
Development of functional and technical requirements documents for the EBMS to Sun integration – Bi-directional	A, R	C
Approval of functional and technical requirements	I	A, R
Development and unit testing of integration code – EBMS Interface	A, R	C
Development and unit testing of integration code – Sun Accounts Interface	A, R	C

3.0 Vendor Response Requirements

The following sections outline the information that is required from the vendor in order to evaluate their response to the tender. Please note that off the shelf material can be provided as an appendix and the responses should be concise.

The response requirements are broken into the following sections:

1. Vendor Details
2. Vendor Contact Details
3. Business Process Alignment
 - a. Process Model
 - b. Tasks and Deliverables
 - c. Resources
4. Implementation Consulting
 - a. Project Structure and Personnel
 - b. Project Management and Planning
 - c. Functional Architecture Blueprint
 - d. Report Development/Business Intelligence
 - e. Testing
 - f. Knowledge Transfer
 - g. Post Implementation Support
5. Integration
6. References
7. Cost – There is a separate Excel cost matrix.

3.1 Vendor Details

The following information should be provided

Information Requested	Response
Provide a brief outline of the history and background of the company, including corporate strategy, no. of years in the business, number of employees, etc.	
Where is the company located? List the locations of the following company facilities: Headquarters as well as Development Centres and Support Centres	
Identify and discuss any major business and technology partners (hardware,	

Information Requested	Response
software and systems integrators) with which your company has aligned itself	
Provide a high-level organizational overview of your Company	
<p>Confirmation that Insurance cover in place meets the RDS requirements as specified in the RDS standard supplier framework agreement</p> <p>Please note that the RDS will look for confirmation of insurance cover prior to contract signature.</p>	
Confirmation that the vendor is prepared to accept the RDS standard supplier framework agreement. Any exceptions should be documented.	

3.2 Vendor Contact Details

Information Requested	Response
Name	
Title	
Address and Location	
Telephone No	
E-Mail Address	

3.3 Business Process Alignment

The Vendor should provide the information outlined in the following sections. The responses should be tailored to RDS's specific context and should follow the defined structure. Off-the-shelf material and brochures should be provided as an appendix and should not be built into the response.

3.3.1 Business Process Alignment - Process Model

Process Model	
A description of any off the shelf process model available for EBMS. Details should be provided for: <ul style="list-style-type: none"> <input type="checkbox"/> End to end process definitions <input type="checkbox"/> Levels of process definitions <input type="checkbox"/> Linkages to specific modules, functions and screens 	
A description of how the process model is appropriate for RDS's business model	
A list of the processes contained within the process model	
A preliminary list of the processes which are planned to be covered during the BPA	
A representative sample of the artefacts which support the process framework	

3.3.2 Business Process Alignment Tasks and Deliverables

Task and Deliverables	
The key deliverables which will be produced by the exercise	
The key tasks which are planned to develop the required deliverables.	
The key RDS inputs which will be required to ensure the success of the BPA	

3.3.3 Business Process Alignment Proposed Resources

Resources	
The proposed detailed timeline	
The number of EBMS vendor resources being proposed and the length of time they will be involved	
The number of RDS resources which are typically required to participate in the exercise including number of FTE days required	
The detailed CVs of resources being proposed should also be provided	

3.4 Implementation

3.4.1 Implementation - Proposed Project Structure and Personnel

Proposed Project Structure and Personnel	
List key personnel which are proposed to staff the implementation. The vendor should provide the positions, names of the individuals filling these positions and their roles within the implementation process	
The detailed CVs of resources being proposed should also be provided	
Identify an overall team structure which is proposed outlining PM and SME resources	
Please describe the proposed reporting structure and frequency	
Please describe the proposed processes and procedures that can be used to manage day-to-day programme management processes (e.g., QA/Acceptance/Sign-off procedure; change requests; conflicts and disputes)	
Will you ensure consistency of project personnel for the duration of the implementation	

3.4.2 Implementation - Project Management and Planning

Project Management	
The proposed high-level project plan for the implementation	
The number of provider resources being proposed and the length of time they will be involved	
The number of RDS resources which the vendor would expect to participate in the implementation	
The duration the RDS resources will need to be assigned to implementation	

Project Management	
The profile (i.e. business, technical) of the RDS resources which the vendor would expect to participate in the implementation	

3.4.3 Implementation - Functional Architecture Blueprint

Functional Architecture Blueprint	
The approach and methodology that is proposed to develop the functional blueprint to support the new business process model	
The key deliverables which will be produced by the process. <i>Please note that the expected output of this is a EBMS instance which is configured and parametrised to support the new process model, and which is ready for UAT testing by the RDS</i>	
The key RDS inputs and responsibilities	
An indication of how it is planned to measure the success of the re-implementation in terms of realizing the expected benefits	

3.4.4 Implementation – Report Development/BI

Report Development	
The approach that is proposed for report development in the context of an overall business intelligence solution for EBMS	
The key deliverables which will be produced by the process	
The key tasks which are planned to develop the required deliverables	
The key RDS inputs and responsibilities	

3.4.5 Implementation - Testing

Testing	
The approach that is proposed for testing	
The key deliverables which will be produced by the process	
A sample training plan and schedule	
The key tasks which are planned to develop the required deliverables	
The key RDS inputs and responsibilities	

3.4.6 Implementation - Knowledge Transfer

Knowledge Transfer	
The approach that is proposed for knowledge transfer	
The key deliverables which will be produced by the process	
The key tasks which are planned to develop the required deliverables	
The key RDS inputs and responsibilities	
An indication of how it is planned to measure the success of the knowledge transfer programme	

3.4.7 Implementation - Post Implementation Support

Post Implementation Support	
List the personnel and time for which on-site post implementation support is being proposed. A CV should be provided	
The key RDS inputs and responsibilities in the post implementation support process	

3.5 Integration

Integration	
The approach that is proposed to ensure that EBMS is integrated with Sun Accounts to ensure seamless business processes	
The key deliverables which will be produced by the process	
The key tasks which are planned to develop the required deliverables	
The key RDS inputs and responsibilities	

3.6 References

Please complete the following table for a minimum of three reference sites There is a preference for reference sites which are

- Similar in nature to RDS
- Have undergone a re-implementation or major upgrade with significant process change in the last 18-24 months

Information Required	Responses
Customer Name and Address	
Contact Details (name, e-mail, phone no)	
Type and Description of Customer	
Overall scope of the implementation.	
Version of the software that is currently in use	
Date the implementation commenced and the date that the software went into production	
No. of users	
Integration/ interfaces with other systems	
The outcome of the implementation program including the benefits realized and the lessons learnt	

3.7 Cost

The cost matrix in Excel must be completed and returned

Please note that while RDS are not expecting to purchase any additional software modules, RDS will consider the purchase of additional modules but the response must provide a clear business case for the investment which is directly linked to the benefits that are expected. Thus, the template contains a tab in relation to the cost of such modules if they are proposed. Alternatively, the RDS will consider purchasing additional modules because of the completed BPA where such modules can be shown to provide clear benefits as part of the process.

4.0 Evaluation Criteria

The tenders will be evaluated according to the criteria in the table below.

Criteria	Marks Available
Quality of the proposed BPA and Implementation Consulting services	300
Caliber and experience of the personnel proposed to deliver the project	300
References	50
Agreement on RDS Services Framework Agreement	50
Cost	300

4.1 Non-Cost Award Criteria

Non-cost award criteria will be awarded marks using the following methodology:

A 5-mark system will be used. A mark will be awarded to each criterion from 0 to 5. This mark, or multiplier, will be used to calculate the score to be awarded.

Non Cost Award Criteria	Multiplier
Excellent: Excellent response with very few or no weaknesses that exceeds requirements, and provides comprehensive, detailed, and convincing assurance that the Tenderer will deliver to an excellent standard.	5
Very Good: A very good response that demonstrates real understanding of the requirements and assurance that the Tenderer will deliver to a high standard.	4
Good: A satisfactory response which demonstrates a reasonable understanding of requirements and gives reasonable assurance of delivery to an adequate standard but does not provide sufficiently convincing assurance to award a higher mark.	3
Poor: A response where reservations exist. Lacks full credibility/convincing detail, and there is a significant risk that the response will not be successful.	2
Very Poor: Response fails to address the criterion under consideration	1

Example:

For example, if a score of 300 is available, the base score is 60 (300/5). If the Tenderer is marked 5 (excellent), a score of 300 marks will be awarded (60 x 5). If the Tenderer is marked 2 (fair), a score of 120 marks will be awarded (60 x 2).

4.2 Cost Award Criteria

Cost Award Criteria will be awarded marks using the following methodology

The Tenderer whose Cost is the lowest shall be awarded the maximum marks available for Pricing, all other Tenders shall be marked relative to the lowest Ultimate Cost using the following formula:

$$\frac{\text{(The lowest Cost tendered) * (Maximum mark available for Pricing)}}{\text{Cost of Tender being evaluated for Pricing}}$$

Pricing

Cost Template Business Process Alignment

RDS

Vendor Name

Vendor is requested to:

Provide a fixed cost for the BPA phase

An estimate for any expenses to be incurred as part of the BPA phase. Please note the RDS policy has an expense cap of 12.5% of service fees

Please detail any assumptions on which the pricing is made (i.e. no of processes covered)

Deliverables	Total Fixed Price
BPA phase as per defined Scope	
Expenses Estimate(flights, accommodation, meals)	
Any additional costs to run the BPA	
Total	

Pricing

Cost Template - Implementation

RDS

Vendor Name

Vendor is requested to provide:

A fixed price for the professional services to carry out the implementation as per the Scope provided

An estimate for any expenses to be incurred as part of the implementation. Please note the RDS policy has an expense cap of 12.5% of service fees

Implementation Services	Total Euro
Project Management	
Functional Bluepritrn	
Report Development	
Testing	
Knowledge Transfer and Trainong	
On-Site Post Implementation Support	
Expenses estimate travel, accommodation and meals)	
Totals	

Pricing

Cost Template - Integration

RDS

Vendor Name

Vendor is requested to provide:

A fixed price for the professional services to carry out the integration as per the Scope provided

An estimate for any expenses to be incurred as part of the implementation. Please note the RDS policy has an expense cap of 12.5% of service fees

Implementation Services	Total Euro
Integration Design	
Integration Development - EBMS Interface	
Integration Development - Sun Accounts Interface	
Integration Testing	
Expenses estimate travel, accommodation and meals)	
Totals	

Pricing

Cost Template Rate Card

RDS

Vendor Name

vendor is requested to:

(1) Complete all yellow cells with the rate per man-day

(2) Provide the Per diem rate applicable across all profiles in case of onsite travel required

(3) Map its job levels (e.g. Business Analyst, Senior Manager, Principal) against the generic roles as specified

(4) Indicate blended rate such that indicated effort per onshore/landed offshore/offshore multiplied by blended rate(s) matches pricing

Skill	Job Title / Labour Category	Mapping of vendor roles	Mapping of vendor job levels	Euro
Core Solution	Configurator	<< insert all your roles here that you have assumed to be included under this job title >>	<< insert all job levels here that you have assumed to be included under this job title >>	
	Senior Configurator	same as above	same as above	
	Functional Consultant	same as above	same as above	
	Senior Functional Consultant	same as above	same as above	
	Architect	same as above	same as above	
	Senior Architect	same as above	same as above	
	Programmer	same as above	same as above	
	Senior Programmer	same as above	same as above	
	Technical Lead	same as above	same as above	
	Technical Specialist	same as above	same as above	
Business consulting	Business Consultant	same as above	same as above	
	Senior Business Consultant	same as above	same as above	
Program management	Project Manager	same as above	same as above	
	Project Management / PMO specialist	same as above	same as above	
Blended Rate	As relating to effort per "location" and price	N/A	N/A	
Per diem rate (daily allowance in case of onsite travel) for all profiles				

Pricing

Cost Template Additional Software

RDS

Vendor Name

Vendor is requested to:

Provide a fixed cost any additional software modules proposed

Please detail any assumptions on which the pricing is made (e.g. SAS license)

Software Module	Total Fixed Price
Module	
Total	