



HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS

REQUEST FOR PROPOSAL

FOR THE PROVISION OF CONSULTING SERVICES REGARDING THE DESIGN OF A DIGITAL STRATEGY & IMPLEMENTATION ROADMAP FOR HCAP'S SUBSIDIARY "HELLENIC POST S.A. – ELTA"

19 February 2020

1 Introduction

I. The HELLENIC CORPORATION OF ASSETS AND PARTICIPATIONS S.A. ("HCAP" or "the Corporation") operates for the public interest in accordance with the rules of private economy.

In order to fulfil its purpose, the Corporation shall act in an independent and professional manner with a long-term vision in achieving its results, in accordance with its Rules of Procedure and with guarantees of full transparency aiming to enhance the value and improve the performance of its assets. Furthermore, the Corporation promotes reforms on state – owned enterprises, inter alia, through restructuring when needed. The Corporation may take any action necessary to achieve its purpose within the framework laid down by Law 4389/2016.

II. Hellenic Post S.A. ("ELTA") – an HCAP subsidiary – constitute today a group of companies that offers postal services throughout the whole Greek territory.

Pursuant to law 4053/2012 "Regarding Postal Services, Electronic Communication and other Provisions", ELTA is also responsible for the provision of the Universal Postal Service until 31 December of 2028. The provision of universal services determines ELTA's placement and character in the postal market in that the company is committed towards the State to provide such services of specific quality in reasonable prices to the totality of the citizens. It is because of this commitment, along with the geographical characteristics of the Greek territory that ELTA maintains and operates the largest retail network in the country.

III. Aiming to the sustainability and further development and modernization of the company, ELTA's management has decided and plans to undertake actions towards the company's transformation, through a medium-term transformation plan which shall initiate in 2020.

Within the framework of the provisions of HCAP's founding law and Articles of Association, and particularly regarding the promotion of reforms in State-Owned Enterprises when needed, HCAP is willing to strategically support such transformation including the digital / technological transformation.

2 Scope of requested services

The current request aims to the selection of a reputable consultant with international status ("**the Consultant**") that will undertake the provision of high – quality services and will support ELTA in relation to:



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- The assessment of the company's current information technology solutions and in the identification of possible deficiencies or shortages and areas for improvement, including immediate priority needs.
- The design of an optimum blueprint for ELTA's future information technology solutions of ELTA.
- The determination of the key initiatives for the implementation of the future information technology solutions' blueprint, along with the prioritization and the structuring of a relevant implementation roadmap.

In particular, the Consultant will undertake the provision of services in three discrete sections (A, B, and C) that are being further specialized as follows:

A: Current status assessment and identification of possible deficiencies or shortages and areas for improvement (As-Is Application Assessment)

The Consultant's role is the assessment ELTA's information technology solutions current status, in relation to best practices in the sector, technological trends and standards, as well as the business needs, in order to identify possible deficiencies or shortages, overlaps, and areas for improvement. The Consultant will support ELTA to assess the IT solutions current status through:

- The use of an appropriate methodological framework for IT assessment that the consultant has developed and provides.
- The conduction of a series of interviews with the key stakeholders, starting with ELTA's Executive Management, and continuing with the ELTA's information technology division, as well as other divisions where necessary.
- The collection and presentation of experience and best practices of other international Postal Service Providers, and the assessment of their suitability for ELTA's information technology field.
- The gathering of findings through the completion of the previous steps and the identification of deficiencies, overlaps and improvements in relation to ELTA's information technology solutions.

Phase A results will be:

- Analysis of the company's information technology solutions, in terms of operational and technological competence.
- Key findings (advantages, weaknesses), by area of IT solutions.
- Document that summarizes the adequacy of the current solutions in relation to the satisfaction of the business needs, so that the envisaged strategy by ELTA's management may be successfully implemented.
- Projects of immediate priority, even before the implementation of the new digital strategy, that are related to securing the business continuity of current systems.



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B. Design of a blueprint for ELTA's optimum, future information technology solutions (To-Be Application Landscape)

The Consultant's scope of work is to provide services, in cooperation with ELTA's Executive Management, the IT division and other divisions where it is required, to design a blueprint of ELTA's optimal, future IT solutions landscape. The requested services include, but are not limited, the following:

- Assessment of findings of Phase A, so as to determine the focus areas and to design a blueprint for the optimum, future landscape.
- Clarification of the design principles and guidelines that should govern such an optimum, future landscape blueprint.
- Design of a blueprint for the optimum, future IT solutions and the relevant architecture, that will depict the communication and the information flow among the drafted IT solutions.

Phase B results will be:

- The design principles and guidelines of the future digital strategy
- Proposed ELTA's optimum, future IT solutions blueprint and the relevant IT solutions architecture.

C. Prioritization of recommendations and definition of the implementation Roadmap (Application Roadmap)

The scope of work for the Consultant is to identify the key initiatives for implementing the IT solutions' blueprint, their prioritization and the creation of the implementation roadmap. The services to be provided are:

- Definition of the key initiatives to be implemented for the improvement of the IT solutions and of the future digital strategy design.
- Prioritization of the initiatives, based on their benefits, the strategic priorities and the complexity of their implementation.
- Design of a comprehensive roadmap for the implementation of the selected initiatives, including both those that have immediate benefits, as well as the medium and long term ones.

Phase C results will be:

- Prioritization of the improvement initiatives, taking into account projects for immediate implementation.
- Roadmap for their implementation (for a 3 - 5 years' period).

Project deliverables

Final deliverables should at least include:

- 1) The current situation, based on the results of section A.



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- 2) Digital strategy and optimal future blueprint of ELTA's IT solutions, based on the results of section B.
- 3) Prioritization of recommendations and implementation Roadmap, based on the results of section C.

Taking into account that ELTA is at a critical point of consultation for their transformation, an intermediate deliverable for the wider digital strategy (high level) and immediate priority actions should be available to ELTA's Management within 6 weeks following the project's assignment.

Throughout the project, the Consultant will support ELTA's management and ELTA's core digital transformation team so as to better coordinate and manage the project. The Consultant will also be in direct cooperation until the completion of the project and the submission of deliverables to the Management.

3 Duration

The duration of the provided services shall be a maximum of four (4) months from the date of signature of the relevant assignment contract.

4 Budget

The maximum available budget is set at €180,000 (excl. VAT), including any administration, extraordinary and various other expenses. Any travelling and accommodation expenses reasonably incurred shall be reimbursed separately with a cap of up to €5,000, provided that they have been preapproved by the Company and relevant invoices have been issued and submitted.

The selected Advisor will be invited to submit a letter of guarantee for an amount equal to 10% of the total fee for the project.

5 Required eligibility criteria

5.1 Proven technical and professional ability and experience

Due to the project criticality, each bidder is required to have a physical presence in Greece, with structure and areas of activity relevant to the project's scope.

The bidder is required to have:

- Experience in the design and implementation of large-scale Information and Technology projects,
- At least one important project in the design or/ in the implementation of large-scale Information and Technology projects and technological transformation of a postal entity, in Greece or/and in Europe, over the last 7 years.

For the proof of the bidder's experience a certification from the Assignment Body is required, stating, inter alia, the project scope, the budget (if not confidential), the time of



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completion and the Bidder's participation rate. If the submission of such certificate from the Assignment Body is not possible, the Contractor should submit a Solemn Declaration regarding the specific experience.

5.2 Project Team

The Bidder's Project Team should have the required composition and experience to support such a complex and demanding project.

The bidders, as a minimum eligibility criterion, should include in the Management of the project team, at least one (1) Executive, who will lead the team, having ten (10) years of experience in managing complex IT projects and in technological transformation projects.

This Executive should submit a declaration, stating the percentage of time that will spend on the project and with the possibility of being physically present at ELTA's premises when required.

6 Selection criteria

Interested parties should, inter alia, have the ability to prove and provide unambiguous evidence of in-depth knowledge of the subject. In particular, the qualitative and economic evaluation criteria of the interested parties that they have to submit are:

6.1 Technical Offer - Dossier A.

The technical evaluation of tenders will be based on the following criteria:

i. Performance and Experience (20%): Clear description of the relevant experience and performance in providing relevant services. The following aspects are mainly evaluated:

- Experience in digital strategy and ICT strategy projects;
- Experience in designing digital operating models;
- Experience in managing / designing / implementing technology transformation projects of a high complexity such as the project to be assigned.

ii. Project Team (30%): Proposed team composition and proposed team structure, including the team's relevant experience in successful implementation of relevant advisory services. Therefore, the CVs of the members of the proposed team from the bidders should be included, as well as the description of each member's role in the project team. The following are mainly evaluated:

- Proposed project team design, in relation to the project scope;
- Degree of experience of the project team members in projects with relevant scope;
- Composition of a team that speaks Greek or/and English;
- Engagement and dedication to the project of experienced executives and experts.

The proposal should include the role and time commitment (% on the project) of the project manager and of the other project team members.



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It is being noted that the proposed Project Management Team and the degree of involvement of each key member of the Project Team, will be binding for the Bidder and this will be an essential contractual term, if selected as the Project Contractor. Replacement of executives and key members of the team by other executives with equivalent experience and know-how, either initially or during the Project, will be permitted in exceptional cases, following the request of the Contractor and ELTA's approval.

Also a large part of the contractor's work is expected to be provided in Greece and at ELTA's premises. This should also be specified in the bid and will be an important evaluation parameter.

iii. Methodological approach (50%): The bidders should submit as part of their proposal a brief description of their understanding for the project requirements, the proposed methodological approach for the project as well as for the relevant deliverables. The following are mainly evaluated:

- Understanding of digital trends, standards and best practices in the field of technology and IT solutions in the postal sector;
- Understanding the ELTA Group and the existing challenges faced by ELTA;
- Providing relevant frames of reference for the evaluation and the design of processes and IT solutions for the postal sector;
- Compatibility of the proposed approach with the best practices in the field of technology and IT solutions;
- Compatibility of the methodology and approach with ELTA's business structure and the structure of ELTA's IT solutions;
- Completeness and clarity of the methodology, deliverables and timetable.

Proposals with a Technical Evaluation score of less than 60% (technical part) will be rejected.

6.2 Financial Offer - Dossier B

The financial offer of the candidates should specify the remuneration for the whole project. The financial offer should be absolutely clear and it will be excluded if it contains proposals that do not allow for accurate and complete comparison of the tenders (for example "For discussion", "Depending on x", "alternative financial offer" etc.) or if it refers to external conditions.

6.3 Calculation of the Combined Score

The combined score (TPMi) for each bidder will be calculated according to the following equation:

$$TPMi = [TMi / TMmax] * 0.70 + [FMmin / FMi] * 0.30$$

where,

TMi = The Bidder's Overall Technical Rating i

TMmax = Highest Technical Score Among Bids



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FMi = The Bidder's Financial Offer i

FMmin = The Lowest Financial Offer Among the Bids

7 Conflict of interest statement

Interested Parties and project team members should declare solemnly that they are not in conflict of interest regarding the services they are required to provide in relation to ELTA, and that they do not have a professional relationship, or that they do not provide services to third parties, such as those that may constitute a conflict of interest with HCAP or ELTA and that in case the assignment is awarded, will be indicated that it will not lead to a conflict of interest for any of the parties involved.

The statement of non-existence of a conflict of interest must be signed by the legal representative of each legal entity expressly stating that he is also undertaking commitment in relation to the employees of that legal entity.

In case that are used external partners, employees of affiliated companies or other legal entities in joint venture or under subcontracting agreement, then for any legal entity regarding the members of the project team working at it, should be included in the file a statement of non-conflict of interest.

This conflict of interest statement will be valid for the whole duration of the services provided for this project (**Dossier C**).

Interested parties and project team members may be requested at any time to provide clarifications and evidence on conflict of interest issues.

If an Interested Party participates in the competition in collaboration with external partners acting as external consultants, a statement of non-conflict of interest should also be submitted by those partners.

8 Selection Process

- i. The selection of the Advisors will be decided in accordance with the provisions of the HCAP's Procurement Regulation.
- ii. The assessment shall take into consideration the qualification criteria as set forth in Sections 5 & 6 above. HCAP may require any clarification, addition or adjustment of the submitted offer as deemed necessary. Any clarification, or addition to documents shall refer exclusively to non-material discrepancies and omissions or mistakes that are obviously typical errors that can be subject to correction or addition.
- iii. Interested Parties that do not fulfil the minimum requirements for participation as set above, will not be allowed to participate in the selection process.
- iv. HCAP reserves, at the fullest extent possible and at its sole discretion, the right to cancel, suspend, amend or postpone until a later time this procedure, without any prior notice, as well as to terminate any negotiations or discussions at any stage of the



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process, without incurring any liability whatsoever as against any participant and/or any third party.

- v. No responsibility or liability is or will be accepted in respect of any error or misstatement or omission from this document. No person acquires any right or claim for compensation or other from this Request or from their participation in the procedure described herein, for any reason or cause.
- vi. Interested Parties shall be considered to have fully and irrevocably accepted the terms and conditions of this tender.
- vii. Any dispute arising under, or out of, or in connection with the present Request for Proposal including the offers submitted and the framework agreement, shall be subject to the exclusive jurisdiction of the Courts of Athens, Greece and the governing law will be Greek Law.

9 Proposals Submission

1. The proposals of Interested Parties must be submitted no later than **March 3rd 2020 at 13:00**, Athens time.

2. Interested parties should submit their proposal along with any other documentation that prove the firm's and the team's experience and expertise on the requested services, with the indication "**Consulting services regarding the design of a digital strategy & implementation roadmap for ELTA S.A. - a subsidiary of HCAP**", exclusively via e-mail to the electronic mail address: info@hcap.gr.

3. The proposal of each Interested Party should comprise of all the above requested dossiers. Mandatorily, the financial proposal (**DOSSIER B**) shall be attached in the email of each proposal separately and should be protected with a different password.

In any case, after lapse of the deadline for submission of proposals, the Interested Parties shall be invited via a series of e-mails to submit the security passwords opening the attached files of their proposal e-mail.