

Market Consultation Software Brokers reference WS3042075569

17 April 2026

Memorandum of Information

Number	Question	Answer
1.	TNO indicates that the software portfolio includes approximately 500–700 specialist software licenses. Could TNO clarify whether it expects the future broker to provide specialist licensing expertise and advisory for these vendors?	TNO expects the future broker to provide limited advisory support, primarily focused on legal and risk-mitigating aspects. In principle, specialist licence analyses are not required. Such analyses may only be requested explicitly by TNO and on an ad-hoc basis.
2.	To what extent does TNO envision the software broker primarily as a transactional procurement intermediary versus a strategic advisory partner supporting software governance, license optimisation and vendor risk assessment?	The role of the software broker is primarily transactional in nature. Limited consultancy support may occasionally be required; however, TNO has its own internal Software Asset Management (SAM) team. The broker is therefore not positioned as a broad strategic advisory partner.
3.	The documentation indicates that the Microsoft Enterprise Agreement is concluded through the Dutch government framework. Could TNO clarify whether the broker role for Microsoft will be limited to operational administration (such as True-Up processing and license ordering), or whether advisory services around Microsoft licensing optimisation are also expected?	For Microsoft, advisory services are limited, in line with the responses to questions 1 and 2. However, licensing expertise related to new Microsoft products or changed licensing models is desirable. In addition, the broker will fulfil an operational and administrative role.
4.	For specialist software procurement, does TNO expect the broker to perform vendor due diligence checks (for example contractual review, GDPR/data processing aspects or financial stability checks) prior to procurement?	Yes. In line with the response to question 1, the broker is expected to provide support with legal and risk-mitigating aspects, such as contractual checks and vendor risk considerations, without performing in-depth licence analyses.

5.	Does TNO expect the broker to provide reporting tooling or dashboards for order tracking and contract visibility, or will this primarily be managed through existing TNO systems such as SAP or SAM tools?	In the longer term, TNO considers cooperation between the broker and the (yet to be procured) SAM tooling of TNO to be desirable. The precise implementation will likely be included as a wish (desirability requirement) in the tender documentation.
6.	Does TNO already have an indication whether the future tender will evaluate suppliers primarily on pricing models or whether qualitative aspects such as licensing advisory capability, vendor governance expertise and experience with specialist software environments will also form part of the evaluation?	The evaluation will be based on a combination of pricing and qualitative criteria.
7.	In paragraph 3.2 you ask parties to upload their completed answer form. However, on TenderNed we could not find an "upload" button. a. Should parties use the message functionality of TenderNed instead to submit their answers? b. And would you like to receive parties answers by email as well? i. If yes - would it be allowed to submit via email only?	Submission of responses is possible via both the TenderNed messaging functionality and email.
8.	Interviews - Does TNO have a preference for which people (roles) should attend the interview?	TNO has no specific preference regarding the roles or functions of the participants attending the interview.
9.	In which month does TNO expect to launch the tender procedure?	The tender procedure is expected to be launched after the summer. The detailed planning is not yet finalised.
10.	You mention a total contract value of €5 million for standard software sourced from 75–100 different software vendors. Given the number of vendors involved, this appears to be a relatively low estimate. Can you confirm whether this amount is intended to represent an annual spend?	Yes, the indicated amount of €5 million represents an annual spend.