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Request for Proposal (RFP)

European tender

Enterprise Service Management (ESM) Platform For

Eindhoven University of Technology



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Reader's guide

The purpose of this Request for Proposal is to provide interested market parties all the information they require to be able to participate in this tender. The Request for Proposal also aims to provide insight into the minimum requirements and conditions for entering into and performing the Agreement, the objectives of the Contracting Authority and the planning of the progress of this tender.

Section 1 of this Request for Proposal looks at the background of this tender and gives a general description.

Section 2 provides a brief description of the Tendering Procedure to be followed.

Section 3 sets out the procedural and administrative conditions of this tender. These conditions apply during the entire Tendering Process unless they are departed from in a later tender document.

Section 4 describes the grounds for exclusion and minimum requirements the Contracting Authority will apply.

Section 5 describes the award criteria the Contracting Authority will apply when assessing the Proposals.

The tender is executed on the Tendered-platform. Should there be differences between the provisions in Tendered and the provisions in this Request for Proposal, the provisions in this Request for Proposal prevail unless otherwise indicated.

1 BACKGROUND TO THE TENDER

1.1 Introduction

The purpose of this Request for Proposal is to provide interested market parties all the information they require to be able to participate in this tender. The Request for Proposal also aims to provide insight into the minimum requirements and conditions for entering into and performing the Agreement, the objectives of the Contracting Authority and the planning of the progress of this tender.

The following Annexes are attached to this Request for Proposal (and are described in more detail in this document):

Annex: Tender Glossary
Annex: ESM Agreement
Annex: ESM Data Processing Agreement
Annex: ESM Price form
Annex: ESM Glossary
Annex: ESM Foundational and Functional Requirements
Annex: ESM Functional Desirables
Annex: ESM Use Cases
Annex: Assessment Framework digital sovereignty

1.2 Contracting Authority

The mission of Eindhoven University of Technology (further referenced as TU/e) is to educate students and to advance knowledge in science & technology for the benefit of humanity. We intertwine education and research to enable our students and scientists to become thought leaders and to design and achieve the unimaginable. We translate our basic research into meaningful solutions, in close collaboration with our public and private partners. We have the ambition to be among the leading universities in science & technology. With an open eye for developments in the world around us, we aim to be an internationally defining academic institution that pushes the frontiers of science and technology and educates engineers of the future who are ready to face the complex challenges of the world of today and tomorrow including:

- the sustainability transition
- the technological revolution
- the increasing impact of technology on our society

These challenges, combined with other drivers of change, make us take the position: we want to *lead the change* through our education, research, valorization, and impact.

The TU/e campus is an open and green area with the atmosphere and look of a city park, where people can work, study, live, exercise, and recreate. Of course, education and research are pre-eminent, but within a larger oriented eco system.

TU/e has 9 academic departments and 9 service departments and provides regular and special bachelor programs, various master programs and postgraduate programs and courses. TU/e currently has about 14,000 students and 7,500 employees. Of these 7500 employees around 350 are managers, and 2100 are PhD candidates.



More information is available on the university's website: www.tue.nl.

1.3 Introduction ESM

Universities and research institutions increasingly operate like complex enterprises, with many service layers across IT, HR, research support, facilities, and teaching administration and TU/e is no exception. To address the challenges that result from this increased complexity we want to introduce Enterprise Service Management in our architecture.

Enterprise Service Management (ESM) extends the principles and capabilities of IT Service Management (ITSM) to other departments within an organization. Its main capabilities revolve around streamlining service delivery, improving efficiency, and enhancing the overall customer (student/employee/researcher) experience *encapsulated in a single environment (or application)* as a "one central platform for acquiring services and getting support".

Our vision is a unified, intelligent Enterprise Service Management platform that becomes the information ecosystem of the service departments of our university and connects people, processes, and knowledge. The introduction of the ESM and its capabilities perfectly align with our organizational strategy, which focuses on delivering personal, seamless, and connected services organized in service chains that cross departmental boundaries.

To achieve this, ESM will:

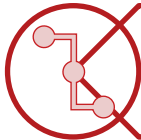
- Unify service delivery across TU/e Service Departments
- Bridge academic and enterprise functions, recognizing that our customers (e.g. prospective-students, employees, researchers, ...) all rely on shared services
- Empower self-service and (hyper-)automation, thus freeing academic and administrative staff from repetitive support tasks and increase quality of service
- Enhance transparency and collaboration, with analytics that inform institutional strategy and operational improvements

By consolidating the fragmented landscape into a go-to platform ESM will achieve the following:



Enhanced User Experience:

A go-to platform will facilitate easier access for students, employees, departments and researchers to find information, ask questions, report incidents, place orders/requests and make reservations.



Streamlined Processes and Improved Efficiency:

Automation of routine tasks and workflows minimizes manual interventions, leading to quicker resolutions and a more efficient service delivery. Leading to higher customer satisfaction, better progress insights across various departments and reducing operational costs.



Improved Collaboration:

By breaking down silos between support services ESM will streamline and standardize end-to-end processes. This collaborative approach will optimize chain activities across support services, fostering better teamwork and communication.



Increased Visibility:

ESM provides a comprehensive view (reports) of all services, helping identify areas for improvement and eliminating redundancies.



Increased Transparency and Accountability:

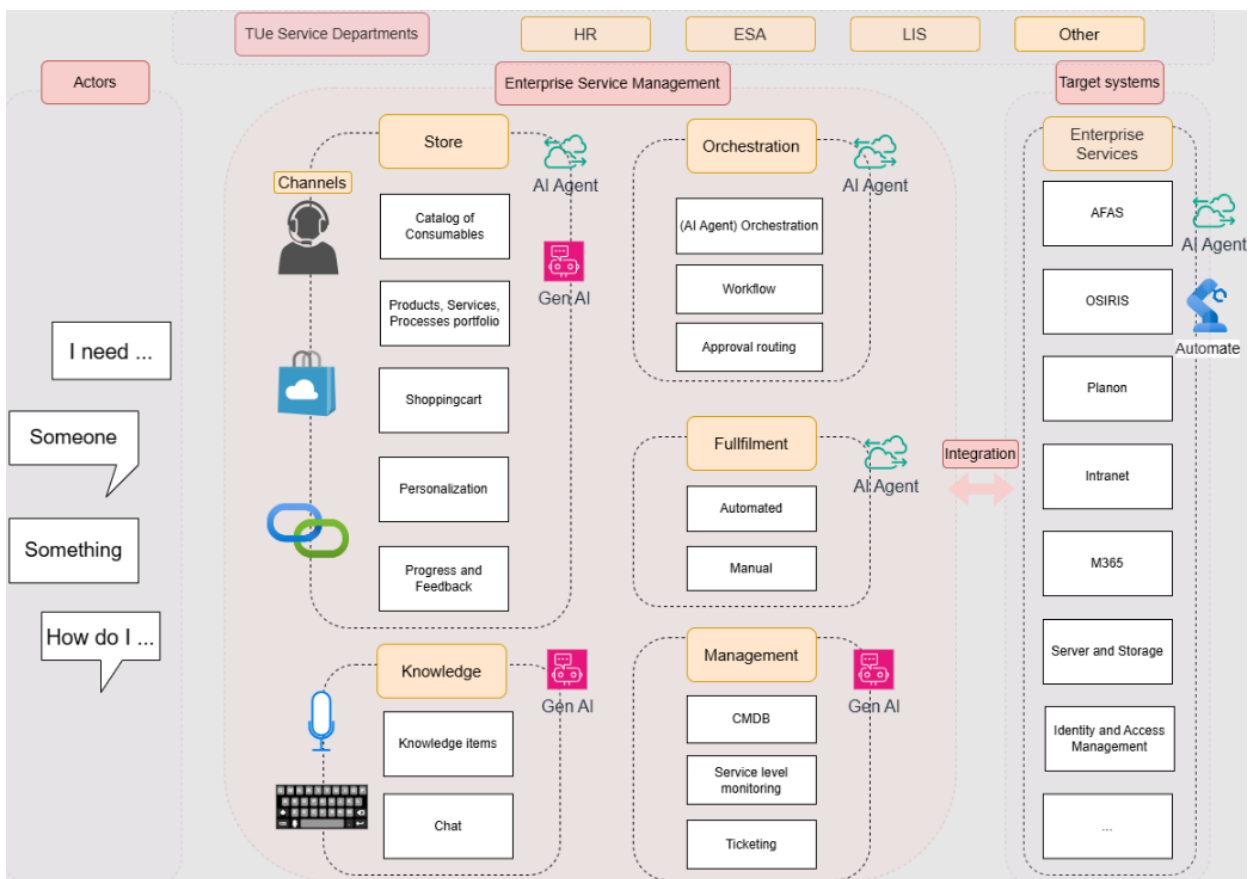
Able to track the status of requests and projects and therefore ensuring greater transparency and accountability in the management of resources and processes.

1.4 ESM Capabilities

Based on our current understanding, three main capabilities of ESM centre around service request management, service delivery orchestration, and support.

(Self-)Service Request management enables people to select the services they require or need in a shop-like, AI assisted experience. Access to the shop is omni-channel (web, App, API) and the experience matches that of a successful commercial ecommerce site: personalized, responsive, customizable, anytime, anywhere access etc.

Service Requests are picked up and delivery is orchestrated, where automation is key and human interaction is limited to the required minimum. Reporting and management information is available for service level management, tactical and strategic management of ESM.



1.5 Design Principles

The project team has carefully established 5 design principles that serve as guiding directions for delivering service to the TU/e customers. These principles reflect our ambition and dream scenario to create a consistent, user-centred and high-quality service experience. The Enterprise Service Management (ESM) system is expected to support these principles as effectively as possible, ensuring that the design choices and system functionalities align with our vision of service delivery.

1. Good service requires no waiting
2. Good service meets expectations
3. Standardisation is the norm, differentiate where it pays off
4. One experience, many services
5. Validate before you innovate

The TU/e wants to be compliant with the GDPR and wants to ensure that data protection principles are integrated into all stages of the product development process by adhering to the principles of Privacy by Design and Default, and that all data is hosted within the EU/EEA by the supplier/partner. This will be further specified in the requirements.

1.6 Implementation time frame

TU/e wants to start the implementation end of September 2026. The implementation of the Enterprise Service Management (ESM) solution will initially focus on three core business domains: HRM services, ESA services, and LIS services which are now supported in TOPdesk. The services of these domains form the first implementation wave and must be explicitly included in the supplier's proposed implementation plan and offering.

The implementation plan should describe the approach, sequencing, dependencies, governance, and change management activities required to successfully onboard these services into the ESM platform.

Future expansion of the ESM solution to additional TU/e Service departments and business domains is anticipated. The proposed architecture, configuration approach, and implementation methodology should therefore support scalability and phased growth. Such expansions will be treated as separate business cases and projects. These business cases and projects may be initiated after completion and evaluation of the initial implementation phase and may be added to the Agreement. The Contracting Authority is entitled to award any subsequent contracts in this context to the tenderer but is under no obligation to do so.

The TU/e is launching this tender to select and contract the most appropriate and the most suitable party to provide an ESM for the next 4 years. This Agreement has an initial term of 4 years. The initial term starts after the Turnkey Delivery of the IT solution in November 2027 and it has been put into operation. After this initial term, the Client has the unilateral option to extend the Agreement 3 times for a period of 2 years. After these extension options have also been purchased by the Client, the Agreement can be extended for a period of twelve months each time by mutual consent of the Parties. These renewals will be evaluated 6 months before ending the term.

1.7 Activity and number of users:

In our current TOPdesk system, the following key figures apply to system usage and represent the annual activity levels across the three business domains LIS, HR and ESA.

The following figures reflect the yearly operational volume and expected system utilization within the business domains. As stated earlier, we expect this number to increase when other services or faculties are onboarded in the ESM system.

- +- 131.000 calls
- +- 24.000 changes
- +- 7500 employees
- +- 14000 students
- +- 600 agents
- +- 5000 guest accounts

1.8 Other goals

This tender also aims to contribute to strengthening key public values, such as privacy, transparency (for example, regarding data processing), (data) security, digital sovereignty and sustainability. Furthermore, we believe it is important to support Europe's digital autonomy.

These themes are further elaborated in the requirements of this tender (including the Foundational Requirements), in the Agreement and in the award criteria. TU/e's definition of digital sovereignty and sustainability is explained below. The meaning of the other terms can be derived from the context of the tender documents.

Digital Sovereignty

TU/e is increasingly reliant on digital systems to carry out its tasks. This reliance entails risks, particularly in times of rapid technological change and current geopolitical developments. Maintaining control over technology, data, information and digital processes is essential to safeguarding our institutional values and data security. Our digital infrastructure plays a central role in the functioning of our university. Without a well-secured and future-proof digital infrastructure, TU/e cannot carry out its tasks reliably. It is important that TU/e reconsiders its role as the administrator of such systems, so that the continuity and security of our primary processes remain guaranteed.

By digital sovereignty, TU/e means

Digital sovereignty is the TU/e's ability to maintain effective control over and access to its data and IT systems, and to make autonomous decisions regarding their use, management and development.

This does not mean that TU/e wishes to own all digital infrastructure itself, but rather that TU/e wishes to be able to make independent choices in the digital domain, without seeking total control.

Sustainability

In its Strategy 2030, TU/e states that sustainability is one of the three biggest challenges for the world of today and tomorrow and TU/e wants to play a leading role in this challenge. Sustainability has been named as one of the university's strategic priorities. TU/e wants to intertwine sustainability with education and research and within business operations. Its motto is 'Practice what you teach'.

In the field of Procurement 'Procurement with sustainability impact' is the new strategy. Sustainable, social and innovative procurement is important. TU/e defines sustainability from the following 6 themes:

Climate

Preventing or minimizing emissions of CO₂ and other greenhouse gases. Saving energy and contributing to the transition to sustainable energy resources.

Circularity

Stimulating a circular economy. This means that the use of primary, non-renewable raw materials is limited and raw materials continue to circulate (indefinitely) in our economic system. Thus minimal application of new materials and fossil raw materials, both in the production process and during the use of products and

services and maximum commitment to a long service life and then high-quality reuse of the product or materials used. Value destruction and waste flows must be prevented.

Environment

Protecting biodiversity and the living environment by, among other things, combating environmental pollution, air pollution and the use of harmful substances and pesticides. This theme also includes avoiding food waste and reducing water use.

Chain responsibility

Encouraging chain responsibility of companies. This means preventing or tackling abuses in the field of working conditions, human rights and the environment (international social conditions).

Innovative strength

Stimulating the development and application of innovations needed to solve societal challenges.

Social sustainability

Stimulating a diverse and inclusive society and stimulating labour participation of people with a distance to the labour market (social return).



1.9 Programme of requirements and Agreement

Comprehensive information about the Agreement is included in the Annexes in this Request for Proposal. The Programme of Foundational and Functional Requirements, Functional Desirables, Tender forms (p.e. price form) and Agreements (Including a Data Processing Agreement), included as an Annex, sets out administrative conditions, terms and conditions of performance and preconditions in respect of the performance of the Agreement.

2 BRIEF DESCRIPTION OF THE TENDERING PROCEDURE

2.1 Tendering Procedure

The European tender takes place in accordance with a public procedure as set out in the (amended) Public Procurement Act 2012 (Bulletin of Acts and Decrees 2016, 241). In connection with the Contract intended to be awarded, the Contracting Authority has sent the announcement of the European tender for the Contract for publication on www.Tendered.nl and (via that site) in the Supplement of the Official Journal of the European Union. With the sending of the announcement, the Tendering Procedure has formally started.

2.2 Publication medium and digital documents

This Tendering Procedure is executed on the Tendered-platform. All documents are made available digitally via Tendered. All texts and files on Tendered form an integral part of this Request for Proposal. Should there be differences between the provisions on Tendered and the provisions in this Request for Proposal, the provisions in this Request for Proposal prevail, unless otherwise indicated.

2.3 Planning

The draft tender planning to be applied is included on Tendered under the tab 'schedule'. No rights can be derived from this planning by Tenderers.

If the planning below deviates from the planning on Tendered, the planning on Tendered prevails.

Activity	Date/period
Publish tender on www.tendered.nl	May 29th 2026
Last date for raising questions 1st Memorandum of Information	June 11th 2026
Dispatch 1st Memorandum of Information	June 23rd 2026
Last date for raising questions 2nd Memorandum of Information	July 1st 2026
Dispatch 2nd Memorandum of Information	July 9th 2026
Deadline Submission of Proposal	August 12th 2026 - 11am
Use case demonstrations (on premise, recorded)	August 18th/19th/20th 2026
Finalise assessment process and make provisional contract award	September 1st 2026
Final award (20 days) after provisional award and	September 22nd 2026
Agreement effective date	Last 2 weeks of September 2026
Start of implementation process	End of September 2026

2.4 Assessment procedure

The assessment procedure starts after the last date and time on which the Proposals must have been submitted. The assessment procedure consists of:

- Test on procedural/administrative requirements and completeness;
- Test on grounds for exclusion eligibility criteria and minimum requirements;
- Assessment on Award Criteria.

The Contracting Authority intends, on the conditions as included in this Request for Proposal, to award a Contract to the Tenderer with the Best Price-Quality ratio.

If after application of the award criteria, the Proposals of two or more Tenderers are assessed as being the best (calculated on 2 decimal points), it will be decided by drawing lots in whose favour the awarding decision comes down.

During the entire Tendering Process and contract period Tenderers must satisfy all grounds for exclusion, eligibility requirements and minimum requirements.

3 PROCEDURAL AND ADMINISTRATIVE CONDITIONS

This chapter sets out the procedural and administrative conditions of this tender. These conditions apply during the entire Tendering Process unless they are departed from in a later tender document

3.1 Content of the Proposal

The Proposal must be complete. This means that all requested documentary evidence and other information must have been included.

The Tender Forms must be filled in and signed in the requested manner. It is not permitted to add to and/or change the fixed text of the Tender Forms, unless express permission has been granted to this end by the Contracting Authority or it can be indisputably deduced otherwise from the Tender Form.

3.2 Applicability of conditions for this Tendering Procedure

Every Tenderer is expected to have taken notice of the conditions and other content of the Tendering Documents. By submitting a Proposal, the Tenderer declares its unconditional acceptance of the contents and applicability of the Tendering Documents. The Memoranda of Information still to be published form an integral part of these Tendering Documents. If Tenderers act in contravention of, or fail to comply with the Tendering Documents, this may lead to exclusion from (further) participation in this Tendering Procedure.

3.3 Proactive attitude/forfeiture of rights

This Request for Proposal and all accompanying Annexes have been prepared with care. Should a Tenderer nevertheless come across contradictions and/or defects, the Tenderer must notify the Contracting Authority of this in Writing in a timely manner via the contact person referred to on Tendered. If subsequently it becomes apparent that this Request for Proposal contains contradictions and/or defects which have not been reported to the Contracting Authority, these are at the risk of the Tenderer.

(Potential) Tenderers must take a proactive approach during this tendering process. This means that they must notify any lack of clarity and defects in advance so that this Request for Proposal can be amended where necessary. If a (potential) Tenderer fails to report any objections, lack of clarity or defects immediately after publication of this Request for Proposal, but in any case before the end of the term applicable for submission of questions to the Contracting Authority, the (potential) Tenderer forfeits its right to object to such at a later stage.

3.4 Stopping the Tendering Procedure/non-award

The Contracting Authority is free to stop this Tendering Procedure at any time or not award the Contract. The Contracting Authority also reserves the right not to award (parts of) the Contract or to proceed to a provisional award of the Contract.

If the Contracting Authority decides not to award the Contract, it will notify the Tenderers as soon as possible stating the reasons for this. In that case, the Tenderers cannot claim payment of any costs incurred in the context of this Tendering Procedure. No right to any follow-up contracts can be derived from the contract award.

3.5 Confidentiality and intellectual property rights

By participating in this Tendering Procedure, the Tenderer undertakes to keep all information it receives from the Contracting Authority in the context of this Tendering Procedure confidential insofar as this information has not been made public by the Contracting Authority and not to provide this to third parties. Such information may only be shared with employees and, insofar as applicable, with subcontractors involved in the procedure.

The Contracting Authority shall not disclose confidential information it receives from a Tenderer in the context of this Tendering Procedure to other Tenderers without the permission of the first named Tenderer, with the exception of legal obligations of the Contracting Authority. A Tenderer must always indicate which information it considers to be confidential. By submitting a proposal, the Tenderer declares that the Contracting Authority is permitted to disclose the name of the Tenderer.

The Contracting Authority is not obliged to publish internal (tendering) documents, such as results of evaluations, tender comparisons, as well as advice relating to qualification and awarding, to Tenderers.

By participating in the Tendering Procedure, any intellectual property rights of the Tenderers do not transfer to the Contracting Authority unless otherwise determined. Intellectual property relating to the Tendering Documents are and remain the property of the Contracting Authority.

3.6 Information exchange

The Contracting Authority guarantees the equal treatment of all Tenderers during the Tendering Procedure. The Contracting Authority does not provide information that can favour one or more Tenderers over others.

Change in Tendering Documents

During this Tendering Procedure, the Contracting Authority can make additions or changes to the Request for Proposal if new insights or developments require this. These changes will be notified to the Tenderers in Writing in one or several Memoranda of Information.

Insofar as this Request for Proposal does not provide for particular situations, the Contracting Authority decides.

Request for information

All (potential) Tenderers have the opportunity to ask questions. Questions and/or comments can be submitted only via Tendered. In order to ask questions, the (potential) Tenderer must use the provided excel-format. Questions must be submitted no later than on the date(s) and time(s) shown in the planning.

Memoranda of Information

The (anonymised) questions submitted will be included, with answers, in one or more Memoranda of Information. The Contracting Authority can also provide extra information by means of a Memorandum of Information. Memoranda of Information will be published on Tendered.

The Contracting Authority shall provide the last Memorandum of Information at the latest 10 Days before the final date for submitting a Proposal.

The content of the Tendering Documents will, with due observance of that included in the Memoranda of Information, become definitive after publication of the last Memorandum of Information. The memoranda of Information shall prevail over the text of this Request for Proposal, whereby a Memorandum of Information of a later date shall prevail over a Memorandum of Information of an earlier date. Full acceptance of the Tendering Documents is a strict requirement for submitting the Proposal.

All verbal information provided by or on behalf of the Contracting Authority has no legal validity whatsoever unless this information has been confirmed in Writing in an Memorandum of Information.

3.7 Proposal submission process

3.7.1 Only submitting a Proposal once

A Tenderer may only submit one Proposal, independently, as the main contractor with subcontractor(s) or as a Consortium of several other parties. If failing to comply with the above, only the first submitted Proposal will be considered.

It is only permitted to submit a Proposal from several different businesses within the same group if both the Tenderers and the holding or parent company can demonstrate that the Tenderers operate fully independently from each other and made the proposal independently. A group includes: a legal person together with its subsidiaries in the meaning of section 2.24(a) and 2.24(b) Dutch Civil Code.

However, multiple Tenderers are permitted to use the same subcontractor.

3.7.2 *Independently or in form of collaboration*

Tenderers may submit a Proposal to this Tendering Procedure independently or in collaboration with other businesses. The following forms of Tenderers can be distinguished:

- Independent Tenderer;
- Collaborative arrangement of businesses as one Tenderer (Consortium);
- Tenderer is the main contractor and will use one or several subcontractors.

3.7.3 *Independent Tenderer*

In the event of a Proposal by an independent Tenderer, the Tenderer states to be able to perform the Contract completely independently (without having to make use of the capacity of third parties). The Tenderer must independently satisfy all the set requirements and submit the requested information.

3.7.4 *Consortium*

In the event of a Proposal by a collaborative arrangement of Economic Operators (Consortium), each business participating in the collaborative arrangement (Consortium Member) must independently submit the "Uniform European Single Procurement Document" and a copy of the Registration in the national professional/commercial register with the Proposal including all the requested relevant statements/Annexes.

Under part II A 'Information concerning the economic operator' of the Uniform European Single Procurement Document it must be stated which businesses are taking part in the Consortium and the role of the business within the Consortium (whereby in any event the lead manager of the Consortium is listed). When putting forward a collaborative arrangement as being the Tenderer, each Consortium member accepts joint and several liability for the performance of the Contract.

Consortium members must independently satisfy the grounds for exclusion. The Consortium must jointly satisfy the minimum requirements and selection criteria (eligibility requirements).

In its Proposal, the Tenderer must clearly state which activities will be carried out by which member or members of the Consortium.

3.7.5 *Main contract / Subcontracting*

In the event of a Proposal by a Tenderer who can independently satisfy the set requirements/criteria but nevertheless, as the main contractor, wishes to engage subcontractors for the performance of the Contract, all the same requirements as for an independent Tenderer apply. The Tenderer must state that it wishes to use subcontractors in part II D 'Information concerning subcontractors on whose capacity the economic operator does not rely' of the Uniform European Single Procurement Document. The Tenderer must also indicate which parts of the Contract it intends to subcontract to third parties and which subcontractors it proposes.

In the event of a Proposal by a Tenderer who cannot independently satisfy the set requirements/criteria and, as main contractor, but can only satisfy the set requirements/criteria by using subcontractors or third parties, the Tenderer must indicate in the Uniform European Single Procurement Document for which requirements it relies on a third party/parties (stating the third party/parties on which it relies - see Part II C 'Information about reliance on the capacities of other entities' - of the Uniform European Single Procurement Document).

Both the main contractor and subcontractor(s) may not be subject to exclusion grounds. The main contractor and subcontractor(s) must jointly satisfy the minimum requirements and selection criteria (eligibility requirements).

The relevant subcontractor/third party must independently submit the “Uniform European Single Procurement Document” with the Proposal submission including the requested relevant declarations/Annexes. A Tenderer must also add a declaration showing that it actually has access to the resources of this third party/parties (subcontractors) required for the Contract. The engagement of subcontractors by the main contractor does not affect the liability of the main contractor towards the Contracting Authority.

3.8 Change of capacity/other changes

After submitting a Proposal, it is in principle not permitted to make changes to the composition of a Consortium and/or the deployment of the subcontractors/third parties put forward in the Proposal.

The Tenderer must notify the Contracting Authority immediately and in full about any changes in its legal form, share capital, capacity, use of subcontractor or other changes which may be important for the Contracting Authority to be able to assess its eligibility for performing the Contract or may be relevant to the Contracting Authority in any other way.

Changes are only permitted with the prior written approval of the Contracting Authority and on the basis of compelling reason(s) which the Tenderer must make plausible. The Contracting Authority may attach conditions to its approval of such changes.

3.9 Proposal submission

The Proposal must be submitted digitally via Tendered. Submission of the Proposal by post, fax, email or otherwise than set out above, is not permitted. The Tenderer ensures that declarations, Annexes and other parts of the Proposal are uploaded to the correct location in Tendered. The digital documents must be submitted in a generally accessible format (preferably an open standard).

All documents and declarations to be signed must be signed by a representative of the company who is authorised to do so. This is demonstrated by the submission of an extract from the Chamber of Commerce, possibly supplemented with a valid power of attorney, showing explicitly that the person and/or persons who have signed the documents are authorised to represent the Tenderer.

The Tenderer is responsible for the timely and complete submission of its Proposal. The Contracting Authority advises to start this process in a timely manner to avoid any unforeseen circumstances. The Proposal of the Tenderer becomes the property of the Contracting Authority.

Opening of Proposals

The digital safe will be opened as soon as possible after release of the digital safe. A public tender hearing will not take place.

Questions for Tenderers

The Contracting Authority is free to request Tenderers to explain, clarify or supplement their Proposal within a period to be determined by the Contracting Authority.

3.10 Conditions, validity and term of validity

The Proposal must be irrevocable and unconditional. Proposals that are not irrevocable and/or have conditions attached in any way (referring to their own general terms and conditions for example) may be invalid and will not be considered. All general conditions on the part of the Tenderer (such as delivery terms and conditions or payment terms) are expressly rejected.

The term of validity is in any event 90 Days from the last date for the submission of the Proposals. If preliminary relief proceedings are pending against the award decision, the term of validity ends 8 Days from the day on which judgement was given in the preliminary relief proceedings.

3.11 Verification

The Contracting Authority can invite the Tenderer who might be eligible for a provisional award to a verification consultation in which the Tenderer must demonstrate how he complies with (specific) parts of the Request for Proposal. Prior to the verification, the Contracting Authority may put forward questions or parts which Tenderer must answer. Particular attention will be given to the validation of integration capabilities and orchestration functionality.

If the Tenderer cannot demonstrate that he meets all requirements and/or wishes, the Contracting Authority reserves the right to exclude the Tenderer from further participation in this Tendering Procedure.

3.12 Award decision - Objection clause

The Contracting Authority shall notify all Tenderers in Writing as soon as possible and simultaneously on the award decision.

If a Tenderer disagrees with the award decision notification, the Tenderer, on penalty of the complaint being declared inadmissible and the forfeiture of rights, must have within a period of 20 Days from the date of the sending of the award decision notification, by serving a summons, commenced preliminary relief proceedings against the aforementioned award decision of the Contracting Authority with the (preliminary relief judge) at the District Court of East Brabant.

If preliminary relief proceedings have been commenced within this term of 20 Days, there shall not be a final award of the Contract before a ruling has been given in the preliminary relief proceedings unless a compelling interest commands the immediate awarding. If no preliminary relief proceedings are filed within 20 Days of the dispatch of the award decision notification, the stakeholders can no longer file further objections to the decision and have forfeited their rights in this respect. In that case, the Contracting Authority is therefore free to implement the decision made.

The Contracting Authority is entitled to terminate the Agreement with the favoured party/parties with immediate effect if it follows from a ruling from a court that the award decision is unlawful or that the Agreement is invalid or that, for whatever reason, the Contract must be brought again to the market. The favoured party/parties cannot derive any rights towards the Contracting Authority from such termination decision for reimbursement of tendering costs, loss of reference, loss of profit or other loss.

The Contracting Authority reserves the right to take a decision and make arrangements in cases the Tender documents do not provide.

3.13 Complaints

It is possible that dissatisfaction will arise between contracting authorities and businesses during the Tendering Procedure with regard to the actions of parties in the Tendering Procedure. This could lead to a complaint. In such a case, the Contracting Authority will handle the complaint in accordance with the 'Complaints Settlement in Tendering', dated 7 March 2013. These rules can be found on: <https://www.rijksoverheid.nl/documenten/regelingen/2013/03/07/klachtafhandeling-bij-aanbesteden.nl>

If a stakeholder has a complaint regarding this Tendering Procedure, the following actions are possible.

Complaints can be notified by email to the complaints information point of the Contracting Authority via email address: Tenders.complaintsreportingpoint@tue.nl. A complaint will be dealt with as soon as possible.

If the complainant disagrees with the decision issued by the Contracting Authority on the complaint submitted, the complainant may submit the complaint to the Tendering Experts Committee set up by the Minister of Economic Affairs. If a complaint concerning this Tendering Procedure is submitted to the Tendering Experts Committee, the complainant is requested to send a copy to the contact person of the Contracting Authority referred to in Tendered.

3.14 Other

Language

All information exchange relating to the Tendering Procedure takes place in English. Documents to be submitted by Tenderers must be drawn up in English. If particular documents to be submitted are not available in English, the Contracting Authority will decide whether the submission of the document in another language will suffice (whether or not furnished with a translation into English). A Tenderer wishing to submit a document in a different language than English must submit a request to this end before submission of the Proposal to the Contracting Authority via the message module of Tendered.

Costs

The Contracting Authority does not reimburse costs incurred in the preparation and issue of a Proposal, including any further information to be provided. The Tenderer bears the risk of any costs and/or damage that (may) arise because the contract is not awarded or this Tendering Procedure is (temporarily/permanently) discontinued.

Variations

Variations are not permitted.

Applicable law and disputes

This Tendering Procedure is governed by Dutch law. Subject to the provisions in this Request for Proposal any dispute between the parties involved in this Tendering procedure in relation to this tender shall in the first instance be heard by the (interim relief judge) of the District Court of East Brabant.

4 GROUNDS FOR EXCLUSION, ELIGIBILITY AND MINIMUM REQUIREMENTS

This chapter describes the grounds for exclusion and minimum requirements the Contracting Authority applies.

4.1 Grounds for exclusion

The Contracting Authority wishes only to conduct business with companies whose integrity is established. The Contracting Authority may exclude all Tenderers to which one of the mandatory grounds for exclusion apply, or one of the optional grounds for exclusion which have been declared applicable by the Contracting Authority in the European Single Procurement Document (Annex), such with due observance of Section 2.87a and 2.88 of the (amended) 2012 Tendering Act. In order to show that such grounds for exclusion do not apply to the Tenderer or its sub-contractors, they must complete the European Single Procurement Document on Tendered truthfully and provide it with a legally valid signature and add it to the Proposal.

Documentary evidence

The Contracting Authority reserves the right to request the Tenderer to submit further documentary evidence or declarations. In connection with the application of this paragraph, the Contracting Authority can request the Tenderer to submit documentary evidence or declarations as set out in section 2.89 of the (amended) 2012 Tendering Act in order to be able to establish whether or not the Tenderer finds itself in any of the above-mentioned circumstances.

By submitting the European Single Procurement Document, the Tenderer also declares that it is able to provide the requested documentary evidence and declarations within the reasonable term indicated by the Contracting Authority. If the Tenderer fails to provide the documentary evidence and declarations within this term to the Contracting Authority, it is deemed not to be able to do so and the Proposal may be invalid. A Tenderer with an invalid Proposal will be excluded from further participation in this Tendering Procedure.

The following documentary evidence relating to Grounds for Exclusion is eligible:

- Certificate of conduct for procurement;
- Payment history report of Tax and Customs Authority;
- Commercial Register extract.

4.2 Selection criteria (eligibility requirements)

Tenderer must satisfy the prescribed selection criteria (eligibility requirements) below as a minimum. If the Tenderer does not satisfy one or several of these minimum requirements, the Proposal may be invalid and the Tenderer may not be eligible to be awarded the Contract.

4.2.1 Professional qualifications

Registration in the national professional/commercial register

By signing the European Single Procurement Document the Tenderer declares to satisfy the following minimum requirement:

Requirement: The Tenderer is registered in the professional register or in the commercial register in accordance with the regulations of the Member State in which it is based.

Documentary evidence: A registration in the Commercial Register of the Chamber of Commerce (or equivalent) not older than 6 months calculated from the latest date of submission of the Proposal.

4.2.2 Technical and professional competence

The Tenderer must demonstrate, by means of the submission of reference projects, that it has the competences as set out below to realise the current Contract.

It is permitted to use the same reference project to demonstrate various (or all) competences.

It applies for all reference projects that:

- (1) The service has been carried out to the full satisfaction of the relevant client for a period of three (3) years.
- (2) The delivery date is no longer than three (3) years ago.

The aforementioned three (3) years are calculated compared to the latest date of submission of the Proposal.

To realise the current Contract, the Tenderer must have the following competences:

Core competency A. Experience with delivering an ESM platform comparable in size

Knowledge and experience in configuring and implementing an ESM platform with at least 360 agents.

Core competency B. Experience with delivering an ESM platform comparable in complexity

Knowledge and experience in configuring and implementing an ESM platform with at least the following components:

- Service management expertise: Proven knowledge and practical experience in recognized service management frameworks and best practices, and the ability to design, standardize and optimize end-to-end service processes.
- Technical architecture and platform integration capability
Demonstrated competence in configuring enterprise platforms, designing scalable architectures, and integrating the ESM solution with existing organizational systems and data environments.
- Business analysis and service design capability
Ability to translate business requirements into practical service models and workflows that align with organizational objectives and deliver measurable operational value.
- Structured project and implementation management
Proven experience in delivering complex implementation projects using structured governance, planning, risk control, and milestone management.
- Change management and user adoption capability
Ability to manage organizational change, support stakeholder engagement, and ensure effective onboarding, communication and training to drive sustainable adoption.

Evidence

The Tenderer must demonstrate these experiences by means of at least 1 and maximum 2 references showing that the Tenderer and/or third parties on whom the Tenderer relies, has acquired demonstrable experience in the performance of the abovementioned experience requirements. To demonstrate this competency, use the Reference form on Tendered.

4.2.3 Certificates

By signing the European Single Procurement Document the Tenderer declares to comply to the following minimum requirements:

Requirement: The Tenderer must have a sustainability policy.

The Tenderer must provide the following means of proof on request:

- A policy declaration signed by the board of directors in which the board subscribes to environmental measures and that monitors and directs the implementation of this, or;
- a contents page signed by the board of directors of a current, preferably based on generally accepted standards, environmental manual; or an environmental certificate valid on the latest date of submission of the Proposal, confirming that the relevant organisational units which the Tenderer is going to use in the performance of the Contract to be awarded, meet the requirements of NEN-EN-ISO 14001, see www.nen.nl, or equivalent.

Or:

Requirement: The Tenderer must have a sustainability system like ISO-14001 or equivalent.

The Tenderer must provide on request a ISO-14001 certificate, which is valid on the latest date of submitting of the Proposal, or prove that Tenderer has an equivalent system

Tenderer can prove equivalency by submitting a description of the sustainability system that he uses. The Contracting will judge if this sustainability system is equivalent. An equivalent system should at least have following characteristics:

- Environmental care is embedded throughout the organization (in policy), adopted by the responsible management and promoted by this management. The management also bears responsibility for the correct design, implementation and management of the environmental policy;
- Full insight into the environmental laws and regulations applicable to the business activities and (based on inspection/enforcement) compliance with these;
- Insight into the points at which the environment is burdened by the business activities and how this burden can be reduced;
- Presence of plans and implementation of actions to further reduce the environmental burden;
- Presence of a periodic check on compliance with the agreements on environmental care;
- Presence of reporting on compliance with the agreements on environmental care.

Requirement: The tenderer must have an information security management system in place, such as ISO 27001 or equivalent.

The Tenderer must provide on request a ISO-27001 certificate, which is valid on the latest date of submitting of the Proposal, or prove that Tenderer has an equivalent system

Tenderer can prove equivalency by submitting a description of the information security management system that he uses. The Contracting will judge if this information security management system is equivalent. An equivalent system should at least have following characteristics:

- Information security is embedded throughout the organization (in policy), adopted by the responsible management and actively promoted by that management. The management is responsible for the correct design, implementation, operation and continuous improvement of the information security policy;
- Full understanding of the laws and regulations applicable to the business activities in the areas of information security, privacy and data protection, as well as an understanding of compliance with these;
- Understanding of the information security risks arising from the business activities, including the measures taken or planned to mitigate these risks;
- Existence of plans and implementation of actions to continuously improve information security, based on risk analyses, audit results or incidents;
- Existence of periodic checks and independent audits on compliance with information security policies, procedures and agreements;
- The existence of reporting on the compliance, operation and results of the information security system, including follow-up on improvement measures.

4.3 Minimum requirements in respect of the Contract

A Tenderer must in any event satisfy the minimum requirements set out below to be able to submit a conformal Proposal. The following minimum requirements are set:

4.3.1 Statement of Agreement to Tendering Documents

The Tenderer must unconditionally agree and comply with all the requirements and conditions set out in the Request for Proposal and its Annexes, with due observance of any changes which arise from the Memoranda

of Information. The Tenderer must indicate on the Tender Form Agreement on Tendering Documents to this unconditionally.

4.3.2 *Statement of Agreement to draft Agreement*

The draft Agreement is included in this Request for Proposal as an Annex. On submission of a Proposal, the Tenderer must unconditionally agree with all provisions of the draft Agreement with due observance of any changes which arise from the Memoranda of Information. The Tenderer must indicate on the Tender Form Agreement on Tendering Documents to agree to this unconditionally.

4.4 Verification by the Contracting Authority

The Contracting Authority is authorised to verify the information provided by the Tenderers, by asking the Tenderers to provide documentary evidence or declarations for example or by making enquiries at the clients of (or other stakeholders of) the reference projects.

5 AWARD CRITERIA

5.1 Overview of the criteria

This chapter describes the award criteria the Contracting Authority will apply when assessing the Proposals.

The Contracting Authority intends to award the Contract, under the conditions as included in this Request for Proposal, to the Tenderer with, from the point of view of the Contracting Authority, the Most Economically Advantageous Proposal.

Award-criteria	Maximum score
G1 Price	250
G2 Quality	750
G2.1 Implementation plan	(230)
G2.2 Functional Desirables	(100)
G2.3 Use cases and user experience	(270)
G2.4 Design Principles	(50)
G2.5 Sustainability	(45)
G2.6 Digital Sovereignty	(55)
Total	1000
Award-criteria	Maximum score

5.2 Price (G1)

The award criterion Price will be assessed on the basis of the Total Sum, as submitted by Tenderer in its Price Form (Annex) and is based on the description as written in this Request for Proposal and the Annexes, whereas:

Total Sum = Section A (Non-recurring costs for Turnkey Delivery) + B (Recurring costs) as described in Annex ESM Price Form. The indicative amount for the Total Sum = EUR 1.500.000 excluding VAT. No rights may be derived from this estimated amount. For the assessment of this criterion, the Tenderer must add the fully completed Price Form to its Proposal. As indicated in the checklist. If this form, which is part of this Request for Proposal, is not complete, this may result in exclusion from further participation.

The Tenderer with the lowest offered Total Sum receives the maximum points score available. A Tenderer scores on this criteria in accordance with the following formula:

$$(\text{Lowest offered Total Sum} / \text{Total Sum offered by the Tenderer})^{1.5} \times 250.$$

The Total Sum is in euros and exclusive of VAT. The Total Sum must include all costs of the Tenderer for the performance of the Contract as described in the Tendering Documents. Any discounts must also be included in the Total Sum.

All the amounts referred to in this Request for Proposal or Annexes are indicative only and no rights can be derived from such.

5.3 Quality (G2)

With this tender, Tenderers are challenged to offer the most efficient solution for the best possible price. The condition is that the solution meets the requirements, as described in the Tendering Documents and that the objectives can be achieved.

The quality of the Proposal will be assessed based on the following sub-criteria:

5.3.1 Implementation Plan (G2.1)

The Contracting Authority wishes to obtain more insight into the approach of the Tenderer to implement the ESM Platform at the TU/e. This implementation plan submitted by the Contractor during the tender procedure will serve as the basis for the implementation. The content of the implementation plan and the information provided are not without obligation, the execution of the contract must be in accordance with this and options offered will be part of the Agreement.

The implementation plan should - at least - provide clear phases and milestones for both the Tenderer and the Contracting Authority for the implementation of the three core business domains: HRM services, ESA services, and LIS services which are now supported in TOPdesk.

We invite the supplier to actively advise us on a realistic, structured, and university-appropriate implementation strategy. The supplier is expected to contribute best practices, lessons learned, and a proven methodology to co-create an implementation plan that aligns with our organizational context, decision-making structures, and operational priorities. The final plan should be developed collaboratively and tailored to the needs of our university environment.

The implementation plan should contain the following:

1. The plan should describe the scope, success criteria, onboarding and adoption strategies, communication and training approach, data migration, testing and go-live strategy, post-go-live support, as well as the approach, timeline, milestones, sequencing, dependencies, governance, risk management and change activities required to successfully onboard and embed the services into the ESM platform;
2. Describe the project organization that the Tenderer believes is necessary for realization and describes this according to the milestone-schedule above. Indicate the functions and resources from the Tenderer in the project team and the responsibilities and associated resources you expect the Contracting Authority to require during the various milestone phases of the project. Provide a clear schedule outlining the milestones for completing this project on time. Also indicate what the critical milestones, risks and mitigating actions from you as the tenderer may be;
3. Describe what happens upon contract termination (for any reason), including how progress for TU/e will be safeguarded and how data will be transferred. Please meet and comply with requirements AM-16 and AM-17 from the Foundational
4. Indicate how you will achieve the integrations/links from the Programme of Requirements, what approach you will take to do so, and substantiate this with concrete examples from the past;
5. Indicate how you will train TU/e employees (online or onsite) with the purpose of ensuring that they understand the new system and all possibilities and functionalities. The Contractor provides all standard training materials (in a regular editable format in standard Office applications) such as Quick Reference Cards, Manuals and work instructions available at the time of commencement of implementation. We want to have training for the following roles:
 - System Admins/Application Engineers - 3 participants, scalable up to 5 (on-site)
 - Agents - 20 participants, scalable up to 50 (on-site)

The Implementation plan may contain a maximum of 6 pages A4 (single-sided). In addition, the Tenderer may substantiate the Implementation plan with supporting annex(s). If supporting annexes are used, you must refer to the relevant attachment(s) in your plan. There is no limit to the appendices in number of pages or in size. However, the annexes provided should be relevant and relatively limited in scope.

Assessment

The Implementation plan is assessed by the assessment committee on the basis of:

- The quality of the content of all aspects and the extent to which the elaboration is complete, transparent, tailored, unburdens the Contracting Authority and the way the tenderer demonstrates its added value on the mentioned themes.
- The concreteness of the Implementation plan and the extent to which it has been made plausible by substantiation.

5.3.2 Functional Desirables (G2.2)

The Tenderer is asked to indicate whether they are able to satisfy foundational and functional desirables which TU/e has designated 'desirable' (non-essential).

In Annex Foundational and Functional Desirables the desirables for the ESM are described. These desirables are separated in 3 different types: High, Medium and Low.

The maximum score that can be achieved for each desirable is:

- High (maximum of 5 points per desirable)
- Medium (maximum of 3 points per desirable)
- Low (maximum of 1 points per desirable).

Please describe shortly if each desirable is operational from the start of the contract:

- If Yes, please describe shortly in a smart way. You receive full maximum points per desirable.
- If the Desirable is on roadmap and the functionality will be enrolled within 2 years after the start of the contract, you receive half points per desirable. Please describe shortly in a smart way.
- If Not, or is not on roadmap within 2 years after start of the contract, you receive 0 points per desirable.

5.3.3 Use cases and user experience (G2.3)

The Tenderer is asked to provide an in-depth demonstration of the usability of the functional requirements and desirables, demonstrated through six use cases (see Annex: Use Cases). Each use case contains a series of actions which should be demonstrated in the platform. The Tenderer will be invited to present demonstrations on premise. These demonstrations can last up to a maximum of 150 minutes, including questions. The demonstrations will be recorded.

Following this, evaluators from TU/e will attempt to perform these actions (where relevant) in a test environment; the tenderer is requested to provide logins (maximum of 10) for this test environment and to ensure that the environment is designed and populated in such a way as to allow the evaluators to perform as many actions from the use cases as possible. The demo environment can be used as test environment. The used roles in the demo should be available in the test environment (employee, student, agent, manager and system administrator role).

The quality of user experience will be assessed during the supplier demonstrations, and also through the evaluators' own experience when attempting to perform the actions from the use cases in the test environment. Evaluators will assess the user experience based on the below three criteria.

- To what extent are the requirements and desirables listed for each use case met? If a requirement and desirable is already (fully) met, the Tenderer must provide concrete evidence (as indicated in the roadmap) that this will be implemented within two years of turnkey delivery.
- How quickly do users (functional administrators, practitioners, and end users) understand how to work with the System/IT solution? How quickly and efficiently can a user work (in terms of performance and number of clicks)? To what extent does the tool support the core of the use case, and how much effort must the various users expend to achieve the use case's objective?

- How user-friendly and intuitive is the system? Are the buttons and screen layout clear, and how simple are the steps required to achieve the core objective of the use case?

5.3.4 Design Principles (G2.4)

The TU/e expects the platform to support addressing day-to-day service management challenges and to enable measurable progress toward our design principles as described in 1.5.

Tenderers shall clearly explain how the proposed ESM platform contributes to achieving these design principles in practice. The document contains maximum 3 pages and the explanation must focus on concrete functionality, implementation approach, and measurable outcomes.

The Tenderer provides a structured written explanation per design principle, based on the following aspects:

- relevant platform capabilities
- configuration possibilities
- supporting workflows or automation
- reporting and measurement features
- practical implementation examples or references
- expected impact on service performance
- The use of AI to achieve this principle

Assessment

The Design principles are assessed by the assessment committee on the basis of:

- The quality of the content of all aspects and the extent to which the elaboration is complete, concrete, correct and tailored.

5.3.5 Sustainability (G2.5)

In its Strategy 2030, TU/e states that sustainability is one of the three biggest challenges for the world of today and tomorrow and TU/e wants to play a leading role in this challenge. Sustainability has been named as one of the university's strategic priorities. TU/e wants to intertwine sustainability with education and research and within business operations. Its motto is 'Practice what you teach'.

In the field of Procurement 'Procurement with sustainability impact' is the new strategy. Sustainable, social and innovative procurement is a matter of course. TU/e defines sustainability from the following 6 themes:

Climate

Circularity

Environment

Chain responsibility

Innovative strength

Social sustainability

(For further details, see paragraph 1.8)

All themes are important, but for this Tender, we will focus our evaluation on the following Themes: Climate and Innovative strength.

The Tenderer describe how it can contribute to the Contracting Authorities objectives in these themes in order to increase the sustainability-impact. The Tenderer must consider the objectives that have already been achieved at the start of the service, those that will be achieved in the near future, and those to which the Tenderer is committed but for which no guarantees can be given.

The Tenderer has to describe:

- Their own business-operations: What is the Tenderers vision regarding the above sustainability themes? What specific actions is the Tenderer taking in its own business-operations, and how do these positively impact the Contracting Authorities objectives?

5.3.6 Digital sovereignty (G2.6)

In accordance with par. 1.8, TU/e wishes to retain effective control and ensure unimpeded access to its data, infrastructure and IT systems. Also the foundational requirements includes minimum requirements for digital sovereignty; however, this award criterion assesses the extent to which you can exceed the minimum requirements.

In this regard, TU/e identifies the following primary risks:

- Unauthorised access, manipulation or interference with TU/e's data
- Obstruction or loss of access to her own data, digital infrastructures and IT systems.

For TU/e, its organisational perspective is leading, focusing on practical autonomy, control over processes and the ability to safeguard its interests within the digital infrastructure. From this perspective, the TU/e views digital sovereignty through the following dimensions and key questions:

1. Legal: To which legal and political system is the contractor ultimately accountable?
2. Data & AI: To what extent is data demonstrably protected, in both a legal and technical sense?
3. Technology: Does the technology offer autonomy, transparency, resilience and portability for the client?
4. Operational: Who has control over the operational environment of the service?

Each of these dimensions comprises a number of aspects, for each of which a level of sovereignty (level 1 to level 5) can be specified. This is set out in the assessment framework, which has been included as the Annex "Assessment framework for the award criterion digital sovereignty".

The tenderer must specify its level of digital sovereignty for each of the requested aspects and provide concrete and concise justification (maximum 10 lines per aspect) for the level indicated. The tenderer must use the provided template 'Elaboration of the award criterion digital sovereignty' for this purpose.

The digital sovereignty award criterion is assessed as follows:

For each aspect, an assessment is made as to whether the level of sovereignty has been sufficiently substantiated by the evidence provided. If the substantiation is not concrete and/or plausible, the assessment team will alter the indicated level of sovereignty. The scores for all aspects are then added together. There are 11 aspects and the maximum score per aspect is 5. The maximum score for this award criterion is therefore 55 points.

5.4 Explanation of the criteria

G1 - Price

Assessment of the award criterion Price (G1) takes place under the direction of the Procurement Department of the Contracting Authority.

G2 - Quality

Assessment of the qualitative assessment criteria is undertaken by an assessment committee, in which in any event the following are represented: o.a. employees of the department of HRM (Human Resource Management), ESA (Education and Student Affairs), LIS (Library and Information Services), and (End-) Users.

The Tenderer will be invited to verbally explain criterion G2.3 to the assessment committee. These use cases (demo) take place on 18th, 19th, 20th August 2026 live at the campus of TU/e. The verbal explanation may only last 150 minutes, including questions.

The verbal explanation serves to clarify / provide further explanation on the demonstration on Use Cases. The focus of the assessment committee is on the content so no attention will be paid to presentation skills or other appearances. The assessors will judge individually. The scoring will be added up and averaged.

Determination of score G2.1, G2.2, G2.3, G2.4, G2.5 and G2.6.

The assessment committee gives its view on the basis of expert opinion and a comparison of the Proposals received. The assessors will assess and appraise the (sub) criteria by means of a rating figure ranging from 0 to 10, whereby

Rating figure	Description
0	no input
1	very bad
2	bad
3	more than insufficient
4	insufficient
5	moderate / weak
6	sufficient
7	more than sufficient
8	good
9	very good
10	excellent

Individual ratings are expressed in whole figures.

The assessors base their ratings on the overall picture for each award criterion. The parts for each criterion and the accompanying elements referred to are only listed in explanation for the benefit of the Tenderer and cannot be viewed as further “sub-criteria”. The listed subject matters and elements are not included in order of importance and are also not exhaustive.

The individual ratings are subsequently discussed in a plenary meeting after which individual ratings can possibly still be adjusted.

The ratings allocated by the assessors to each (sub) criterion are added up and subsequently averaged. This results in an average rating for each (sub) criterion. Finally, the average rating point for each sub-criterion is multiplied with the stated weighting factor.

Calculation example

The calculation of the points score for implementation plan will take place as follows;

Ratings given by individual assessors:	6.0, 7.0, and 8.0
Average rating	$21/3=7$
Points score	$7/10 * 250 = 175$

In this example the score for implementation plan = 175 points

After this, all point scores for all components are added up and there follows a total points score for the Award Criterion Quality (G2).

Minimum score on (sub) award criterion G2.1 en G2.3

A Tenderer must achieve a minimum score of 138 points on the sub-criterion G2.1 implementation plan, and 162 points on the sub-criterion G2.3 use cases and user experience. In the event of a lower score on either of these award criteria, the Proposal is declared invalid and put aside.

Determination of total score

Finally, the achieved points scores of the Award Criterion Price (G1) and Quality (G2) are added up. The Tenderer who after the point allocation achieved the highest overall total score will be considered by the Contracting Authority as the Tenderer with the Most Economically Advantageous Proposal from the point of view of the Contracting Authority.

After the assessment, the Tenderers will receive notification about the intended award and the intended rejections. The Tenderer cannot derive rights from the intended award in respect of the final award. If it turns out that there have been invalid Proposal(s) that could influence the ranking of the party eligible for award, a reassessment will take place.

Annex: Tender Glossary

A list of definitions of a number of terms that are capitalised in the Request for Proposal is presented below. Defined definitions may be used both in the singular and the plural.

Tendering Documents: All documents in the Tendering Procedure provided by the Contracting Authority to the interested businesses/Tenderers.

Tendering Procedure: The procedure as set out in paragraph 2.1 of this Request for Proposal.

Annex: An Annex to this Request for Proposal

Campus: University site containing facilities for students and employees.

Days: Calendar Days.

Request for Proposal: Tendering document containing the conditions/provisions for the Proposal, as well as the award method of this Tendering Procedure. In addition, the Request for Proposal contains Annexes such as an Agreement on the basis on which a Proposal must be submitted.

Tenderer: An economic operator having submitted a Proposal.

Proposal: The offer submitted by the Tenderer for the performance of the Contract on the basis of the conditions included in the Request for Proposal.

Tender Form: The Tender Forms and other information as indicated in the Annex to this Request for Proposal.

Tendered: The digital tendering platform on which this Tendering Procedure is carried out and which is used to exchange information.

Memorandum of Information: Information memorandum in which the Contracting Authority replies to anonymised questions asked by businesses and in which extra information may be provided if necessary.

Contract: A public contract as referred to in the (amended) Public Procurement Act 2012 related to ESM Platform software application tool for the Contracting Authority, as described in this Request for Proposal.

Contracting Authority: The Contracting Authority is Technische Universiteit Eindhoven. The abbreviation TU/e and the English translation Eindhoven University of Technology, are also used in the Tendering Documents.

Contractor: The Tenderer to whom the Contract shall be awarded.

Agreement: An agreement between the Contracting Authority and a Contractor with the aim to lay down the conditions in respect of the Contract(s) to be awarded.

Writing: Every unit consisting of words or figures that can be read, reproduced and then notified, that may contain information transferred or saved by electronic means.

European Single Procurement Document (ESPD): The standard form for the Tenderer's Statement as referred to in section 2.84 of the (amended) Public Procurement Act 2012.

Annex: Checklist

The Proposal must consist of the undermentioned documents:

Description	Specific information
Cover Letter	Optional, not mandatory
European Single Procurement Document	PLEASE NOTE: To be submitted by the tenderer, each consortium member, and each subcontractor
Registration in the national professional/commercial register	In accordance with the provisions of paragraph 4.2.1
Reference forms	See Tender Forms size and complexity
Agreement on Tendering Documents	See Tender Form Agreement on Tendering Documents
Input regarding the Award criteria quality and sustainability impact	Per award criterion in a separate file
Price form	Legally signed and in a separate file

Annex 1: Agreement

Separate document on Tendered named "Annex 1 - ESM Agreement".

Annex 2: Data Processing Agreement

Separate document on Tendered named "Annex 2 - ESM Data Processing Agreement".

Annex 3: Tender Forms

Separate annexes in Tendered, including the European Single Procurement Document, Reference form, Format questions, Agreement on tendering documents and the Price form.

Annex 4: ESM Glossary

Separate document on Tendered named "Annex 4 - ESM Glossary". The glossary contains all terms used within ESM. If a term used in the documents is included in the glossary, the supplier must adhere to the definition provided in the glossary.

Annex 5: Foundational and Functional Requirements

Separate document on Tendered named "Annex 5 - ESM Foundational and Functional Requirements".

Annex 6: Functional Desirables

Separate document on Tendered named "Annex 6 – ESM Functional Desirables".

Annex 7: Use Cases

Separate document on Tendered named "Annex 7 - ESM Use Cases".