1. Buyer

1.1 Buyer

Official name:	TenneT TSO B.V.
Activity of the contracting entity:	Electricity-related activities

2. Procedure

2.1 Procedure

Title:	Organisational consulting
Description:	The scope of the contract is organisational consulting for TenneT TSO B.V., TenneT Holding B.V., and all other Dutch entities under TenneT Holding B.V. Organisational consulting consists of knowledge, advice and support on organisational topics, such as (not limited to): • Strategy • Operating model and organisational design • Transformation and change, including those enabled by digital technologies, data and AI • Innovation • Business improvement and process optimisation • Policy development and implementation • Supply chain management • Finance, risk and control • Performance management • Human resources and workforce-related topics TenneT has structured the scope of this framework agreement into the following lots: 1. Strategic advice on organisation level 2. Large change projects and implementations on division and enabling unit level 3. Advice and process optimisation
Procedure identifier:	ce9d8264-397b-4a15-a623-b84517b19bdc
Internal identifier:	d027dbb0-e67d-49d1-997e-b23749c9fc28
Type of procedure:	Negotiated with prior publication of a call for competition / competitive with negotiation
The procedure is accelerated:	no
Main features of the procedure:	An online information session will be held about the goals, scope and tender procedure on 24 November. Interested parties can apply by sending a message via Mercell. In the Selection phase the number of tenderers will be limited to six for lot 1, ten for lot 2, and eight for lot 3. In the (initial) offer phase multiple parties will be awarded a framework agreement: three in lot 1, five in lot 2, four in lot3. TenneT has the option per lot to perform negotiations with all parties selected for the specific lot. After negotiations, parties are asked for their Best And Final Offer (BAFO), on which the framework agreements will be awarded.

2.1.1 Purpose

Main nature of the contract:	Services
Main classification (cpv):	79410000 Business and management consultancy services
Additional classification (cpv):	79400000 Business and management consultancy and related services
Additional classification (cpv):	79411000 General management consultancy services

2.1.2 Place of performance

Country:	Netherlands

Anywhere in the given country

Additional

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information:	See documentation

2.1.3 Value

Estimated value excluding VAT:	125 000 000 Euro
Maximum value of the framework agreement:	175 000 000 Euro

2.1.4 General information

Legal basis:

Directive 2014/25/EU

2.1.5 Terms of procurement

Terms of submission:

Maximum number of lots for which one tenderer can submit tenders:	2

Terms of contract:

Maximum number of lots for which contracts can be awarded to one tenderer:	2

2.1.6 Grounds for exclusion

Sources of grounds for exclusion:	European Single Procurement Document (ESPD)

5. Lot

5.1 Lot technical ID: LOT-0001

Title:	Strategic advice on organisation level
Description:	Lot 1 concerns boardroom consulting and organisation-level advisory services, such as: • Advice at Executive Board and Executive Committee level, including solution development and intervention design • Support on strategic and business-critical issues from the Executive Committee • Conceptual advisory work on complex topics, including outside-in perspectives and benchmarking • Advice on strategy, strategy development and market positioning • Advice on business performance, innovation, performance management and strategic choices • Advice on organisational design, including structure, operating model, governance choices and integration/separation logic • Advice on organisation-wide and cross-divisional governance, transformation and interface topics
Internal identifier:	2db7438e-94a0-4047-bbb3-e98e1288fbaa

5.1.1 Purpose

Main nature of the	Services

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contract:

Main classification (cpv):	79410000 Business and management consultancy services

5.1.2 Place of performance

Country:	Netherlands

Anywhere in the given country

Additional information:	See documentation

5.1.3 Estimated duration

Duration:	7 Year

5.1.4 Renewal

Maximum renewals:	2
Other information about renewals:	Initial period 3 years, with 2 times 2 years option to extend.

5.1.5 Value

Estimated value excluding VAT:	45 000 000 Euro
Maximum value of the framework agreement:	63 000 000 Euro

5.1.6 General information

Reserved participation :	Participation is not reserved.

Procurement Project not financed with EU Funds.

The procurement is covered by the Government Procurement Agreement (GPA):	yes

5.1.9 Selection criteria

Sources of selection criteria:	Procurement Document

Information about the second stage of a two-stage procedure:

Minimum number of candidates to be invited for the	2

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second stage of the procedure:	
Maximum number of candidates to be invited for the second stage of the procedure:	6

5.1.10 Award criteria

Criterion:	
Type:	Price
Name:	Price
Description:	Price is based on a rate card.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	1
Criterion:	
Type:	Quality
Name:	Service plan
Description:	Basic description of what services can be provided and how they are delivered. As well as ways of working and continuity and more.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	25
Criterion:	
Type:	Quality
Name:	Case
Description:	A lot specific case in which tenderer has to advise TenneT and explain how they would approach the assignment.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	35
Criterion:	
Type:	Quality
Name:	TenneT as a TSO in the energy transition
	Tenderer’s understanding of the key developments in the energy transition and their impact on TenneT as a

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Description:	TSO, and the added value the Tenderer can provide through relevant outside-in perspectives, insights and experience.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	40

5.1.11 Procurement documents

Languages in which the procurement documents are officially available:	English
Deadline for requesting additional information:	30/11/2026 12:00 +00:00
Address of the procurement documents:	https://s2c.mercell.com/today/236588

5.1.12 Terms of procurement

Terms of the procedure:	
Estimated date of dispatch of the invitations to submit tenders:	16/02/2027
Terms of submission:	
Electronic submission:	Required
Address for submission:	https://s2c.mercell.com/today/236588
Languages in which tenders or requests to participate may be submitted:	English
Electronic catalogue:	Not allowed
Variants:	Not allowed
Tenderers may submit more than one tender:	Not allowed
Deadline for	

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receipt of requests to participate:	18/12/2026 12:00 +00:00

Terms of contract:

The execution of the contract must be performed within the framework of sheltered employment programmes:	No
Conditions relating to the performance of the contract:	See tender documentation.
A non-disclosure agreement is required:	no
Financial arrangement:	Assignments will always be invoiced retrospectively. Invoices are payable within 30 days.

5.1.15 Techniques

Framework agreement:

Framework agreement, partly without reopening and partly with reopening of competition

Maximum number of participants:	3
Additional buyer coverage:	All Dutch entities under TenneT Holding B.V.

Information about the dynamic purchasing system:

No dynamic purchase system

5.1.16 Further information, mediation and review

Review organisation:	Rechtbank Gelderland, zittingsplaats Arnhem
Organisation providing additional information about the procurement procedure:	TenneT TSO B.V.
Organisation providing more information	TenneT TSO B.V.

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on the review procedures:	
Organisation receiving requests to participate:	TenneT TSO B.V.
Organisation processing tenders:	TenneT TSO B.V.

5.1 Lot technical ID: LOT-0002

Title:	Large change projects and implementations on division and enabling unit level
Description:	Lot 2 concerns strategy-to-delivery transformation support services, from strategic concept to business implementation, for example: • Advice and support at director, management, and program management levels • Design and delivery of strategy and business transformation programmes • Translation of strategic and tactical priorities into actionable plans, roadmaps and delivery governance • Design and delivery support for innovation programmes, including mobilisation, piloting, scaling and embedding in the business • Support for large-scale and complex change requiring both conceptual strength and implementation drive • Digital transformation support, including technology enabled change • Support on operating model, organisational and process changes with significant business impact • Support on business performance and operational excellence, including core process optimisation, cost efficiency and performance management • Support on governance, risk and control topics, including decision-making structures, compliance and internal control
Internal identifier:	f8508ddf-c3aa-4da1-a4b2-8acf86423f81

5.1.1 Purpose

Main nature of the contract:	Services
Main classification (cpv):	79410000 Business and management consultancy services

5.1.2 Place of performance

Country:	Netherlands

Anywhere in the given country

Additional information:	See documentation

5.1.3 Estimated duration

Duration:	7 Year

5.1.4 Renewal

Maximum renewals:	2
Other information about renewals:	Initial period 3 years, with 2 times 2 years option to extend.

5.1.5 Value

Estimated value excluding VAT:	55 000 000 Euro

Maximum

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value of the framework agreement:	77 000 000 Euro

5.1.6 General information

Reserved participation :	Participation is not reserved.

Procurement Project not financed with EU Funds.

The procurement is covered by the Government Procurement Agreement (GPA):	yes

5.1.9 Selection criteria

Sources of selection criteria:	Procurement Document

Information about the second stage of a two-stage procedure:

Minimum number of candidates to be invited for the second stage of the procedure:	3
Maximum number of candidates to be invited for the second stage of the procedure:	10

5.1.10 Award criteria

Criterion:	
Type:	Price
Name:	Price
Description:	Price is based on a rate card.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	1
Criterion:	
Type:	Quality
Name:	Service plan

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Description:	Basic description of what services can be provided and how they are delivered. As well as ways of working and continuity and more.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	35
Criterion:	
Type:	Quality
Name:	Case
Description:	A lot specific case in which tenderer has to advise TenneT and explain how they would approach the assignment.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	40
Criterion:	
Type:	Quality
Name:	TenneT as a TSO in the energy transition
Description:	Tenderer's understanding of the key developments in the energy transition and their impact on TenneT as a TSO, and the added value the Tenderer can provide through relevant outside-in perspectives, insights and experience.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	25

5.1.11 Procurement documents

Languages in which the procurement documents are officially available:	English
Deadline for requesting additional information:	30/11/2026 12:00 +00:00
Address of the procurement documents:	https://s2c.mercell.com/today/236588

5.1.12 Terms of procurement

Terms of the procedure:

Estimated

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date of dispatch of the invitations to submit tenders:	16/02/2027
Terms of submission:	
Electronic submission:	Required
Address for submission:	https://s2c.mercell.com/today/236588
Languages in which tenders or requests to participate may be submitted:	English
Electronic catalogue:	Not allowed
Variants:	Not allowed
Tenderers may submit more than one tender:	Not allowed
Deadline for receipt of requests to participate:	18/12/2026 12:00 +00:00
Terms of contract:	
The execution of the contract must be performed within the framework of sheltered employment programmes:	No
Conditions relating to the performance of the contract:	See tender documentation.
A non-disclosure agreement is required:	no
Financial arrangement:	Assignments will always be invoiced retrospectively. Invoices are payable within 30 days.

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5.1.15 Techniques

Framework agreement:

Framework agreement, partly without reopening and partly with reopening of competition

Maximum number of participants:	5
Additional buyer coverage:	All Dutch entities under TenneT Holding B.V.

Information about the dynamic purchasing system:

No dynamic purchase system

5.1.16 Further information, mediation and review

Review organisation:	Rechtbank Gelderland, zittingsplaats Arnhem
Organisation providing additional information about the procurement procedure:	TenneT TSO B.V.
Organisation providing more information on the review procedures:	TenneT TSO B.V.
Organisation receiving requests to participate:	TenneT TSO B.V.
Organisation processing tenders:	TenneT TSO B.V.

5.1 Lot technical ID: LOT-0003

Title:	Advice and process optimisation
Description:	Lot 3 concerns hands-on business implementation, operational improvement and adoption support within divisions and enabling units, such as: • Advice and support at management team level, within a division or enabling unit • Support with improvement and transformation issues, with a focus on implementation • Translation of strategy into execution o Operationalisation of strategic choices in processes or working methods o Development of concrete improvement roadmaps and implementation plans within a domain /department • Business performance and operational excellence o Improvement of operational performance, costs, and productivity o Design and optimisation of performance management and KPI structures • Processes, chains, and supply chain o Analysis and redesign of end-to-end processes o Optimization of supply chain, operations, and service delivery • Organisation, leadership, and change o Setting up teams, roles, and responsibilities o Guiding change, leadership, and adoption in the line • Program and improvement management o Setting up and guiding improvement and transformation programs o Coaching management and teams during implementation
Internal identifier:	8a12e66d-7084-4697-b48e-973ffe908190

5.1.1 Purpose

Main nature

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of the contract:	Services
Main classification (cpv):	79410000 Business and management consultancy services

5.1.2 Place of performance

Country:	Netherlands

Anywhere in the given country

Additional information:	See documentation

5.1.3 Estimated duration

Duration:	7 Year

5.1.4 Renewal

Maximum renewals:	2
Other information about renewals:	Initial period 3 years, with 2 times 2 years option to extend.

5.1.5 Value

Estimated value excluding VAT:	25 000 000 Euro
Maximum value of the framework agreement:	35 000 000 Euro

5.1.6 General information

Reserved participation :	Participation is not reserved.

Procurement Project not financed with EU Funds.

The procurement is covered by the Government Procurement Agreement (GPA):	yes

5.1.9 Selection criteria

Sources of selection criteria:	Procurement Document

Information about the second stage of a two-stage procedure:

Minimum number of candidates to be invited for the second stage	3

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of the procedure:	
Maximum number of candidates to be invited for the second stage of the procedure:	8

5.1.10 Award criteria

Criterion:	
Type:	Price
Name:	Price
Description:	Price is based on a rate card.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	1
Criterion:	
Type:	Quality
Name:	Service plan
Description:	Basic description of what services can be provided and how they are delivered. As well as ways of working and continuity and more.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	45
Criterion:	
Type:	Quality
Name:	Case
Description:	A lot specific case in which tenderer has to advise TenneT and explain how they would approach the assignment.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	30
Criterion:	
Type:	Quality
Name:	TenneT as a TSO in the energy transition
Description:	Tenderer's understanding of the key developments in the energy transition and their impact on TenneT as a TSO, and the added value the Tenderer can provide through relevant outside-in perspectives, insights and

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	experience.
Category of award weight criterion:	Fixed value (total)
Award criterion number:	25

5.1.11 Procurement documents

Languages in which the procurement documents are officially available:	English
Deadline for requesting additional information:	30/11/2026 12:00 +00:00
Address of the procurement documents:	https://s2c.mercell.com/today/236588

5.1.12 Terms of procurement

Terms of submission:	
Electronic submission:	Required
Address for submission:	https://s2c.mercell.com/today/236588
Languages in which tenders or requests to participate may be submitted:	English
Electronic catalogue:	Not allowed
Variants:	Not allowed
Tenderers may submit more than one tender:	Not allowed
Deadline for receipt of requests to participate:	18/12/2026 12:00 +00:00
Terms of contract:	
The execution of the contract must be performed	

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within the framework of sheltered employment programmes:	No
Conditions relating to the performance of the contract:	See tender documentation.
A non-disclosure agreement is required:	no
Financial arrangement:	Assignments will always be invoiced retrospectively. Invoices are payable within 30 days.

5.1.15 Techniques

Framework agreement:

Framework agreement, partly without reopening and partly with reopening of competition

Maximum number of participants:	4
Additional buyer coverage:	All Dutch entities under TenneT Holding B.V.

Information about the dynamic purchasing system:

No dynamic purchase system

5.1.16 Further information, mediation and review

Review organisation:	Rechtbank Gelderland, zittingsplaats Arnhem
Organisation providing additional information about the procurement procedure:	TenneT TSO B.V.
Organisation providing more information on the review procedures:	TenneT TSO B.V.
Organisation receiving requests to participate:	TenneT TSO B.V.
Organisation processing	TenneT TSO B.V.

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tenders:

8. Organisations

8.1 ORG-0001

Official name :	TenneT TSO B.V.
Registration number:	09155985
Postal address:	Utrechtseweg 310
Town:	Arnhem
Postcode:	6812AR
Country subdivision (NUTS):	Arnhem/Nijmegen (NL226)
Country:	Netherlands
Contact point :	Paul Van Dijck
Email:	paul.vandijck@tennet.eu
Telephone:	+31627843078
Internet address:	http://www.tennet.eu
Buyer profile :	https://s2c.mercell.com/buyer/1286

Roles of this organisation:

Buyer

Organisation providing additional information about the procurement procedure

Organisation receiving requests to participate

Organisation processing tenders

Organisation providing more information on the review procedures

8.1 ORG-0002

Official name :	Rechtbank Gelderland, zittingsplaats Arnhem
Registration number:	82940827
Postal address:	Walburgstraat 2-4
Town:	Arnhem
Postcode:	6811 CD
Country subdivision (NUTS):	Arnhem/Nijmegen (NL226)
Country:	Netherlands
Email:	infobalie.rb-gel.arnhem@rechtspraak.nl
Telephone:	+31 883612000
Internet address:	https://www.rechtspraak.nl/Organisatie-en-contact/Organisatie/Rechtbanken/Rechtbank-Gelderland/Paginas/default.aspx

Roles of this organisation:

Review organisation

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Notice information

Notice identifier /version:	7f665cdb-d3e8-4f99-a090-ac0a4da7ac50 - 01
Form type:	Competition
Notice type:	Contract or concession notice – standard regime
Notice dispatch date :	13/11/2026 14:19 +00:00
Notice dispatch date (eSender):	13/11/2026 14:19 +00:00
Languages in which this notice is officially available:	English

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