

Request

(to be placed on an electronic trading platform):

IMPORTANT!	The resent invitation to participate in the selection procedure is neither an offer nor a tender in the meaning of Art. 447- 449 of the Civil Code of Russia and does not entail any corresponding legal implications
Selection Procedure	<i>Reverse Auction</i>
Access to the trading	<i>Closed format</i>
Date and time of the reverse auction	<i>09.02.2015 at 11:00 Moscow time</i>
Name of the entity	<i>Representative Office of 'Airport Management Company Limited'</i>
Procurement item	<i>Expert consulting services in the area of paper-back documentation management</i>
Requirements to services to be rendered	<p style="text-align: center;">Customer Requirements</p> <p style="text-align: center;">Structure of the report on the research of Best Practices in the subject area of</p> <p style="text-align: center;">Paper documentation management</p> <p>1. Scope of subject area: to get consulting services in the area of paper-back documentation management (best practice).</p> <p>1.1. Objectives: to get a detailed subject report on best practices in the area of paper-back documentation management</p> <p>1.1.1. Break-down of the subject area:</p> <p>1.1.1.1. Forming and signing of hard copies of a document</p> <p>The process of forming and signing of paper versions of documents at Domodedovo Airport is performed through computer information systems. Paper versions of a document can only be formed in cases prescribed by corporate norms (e.g. the standard 'Requirements to execution of various document types'). The standard sets key rules on how to fill out and where to place particulars of documents. Paper versions of documents are signed by authorized representatives of DME and the process of signing is supervised by Signing Control</p>

Specialists using the bar-coding system. Paper versions of documents cannot be amended when the document has the status 'Formation' or 'Signing', unless such amendments have been duly approved in corporate information systems. Upon being signed, the document is converted into an electronic format in order for the data in the paper document to be reflected in corporate information systems.

1.1.1.2. Process of e-mail correspondence

At Domodedovo Airport, an electronic document is deemed officially sent, if it is sent from an official e-mail address supported by the Document Control function. In order for a document to be dispatched from such an official mail box, such a document is to be duly executed in the information system. The timing of dispatch of official e-documents is strictly controlled.

At Domodedovo Airport, an electronic document is deemed officially received, if it has been delivered to an official e-mail address supported by the Document Control function. Upon receipt, delivered documents are checked for integrity, intactness of all attachments and conformity of attachments to the description provided in the wording of the mail. Corporate information systems are screened for the data about the counterparty that has sent the document; in case there is no such data a new counterparty profile is created. The received mail is subject to mandatory registration. Processing of incoming mail is performed manually.

1.1.1.3. Recording of paper documents, folders and stamps in the information system

At Domodedovo Airport, recording of the flow of paper documents, folders, seals and stamps is performed using the bar-coding system. A two-dimension bar code is affixed to each item and the data about such item (e.g. the internal registration number, status of the document, transaction log (life cycle of the document)) is stored in the corporate information system. The system enables users to track current location of any recorded document on line. Records of documents are made in the Records Centres that are evenly distributed throughout the airport and can be set up in case mass creation or storage of documents takes place in a certain location. If a document is in a Records Centre, the

system identifies the document down to a folder; if a document is out of a Records Centre, the system identifies the employee holding the document.

1.1.1.4. Management of document types

All documents at DME are classified by types (pertaining to a set of documents (system of documents) interconnected by signs/attributes of origin, purpose, type or area of activity, uniform requirements to execution based on contents and designation). Information on types of documents is stored in the information system. If the need arises to introduce a new document that does not have the equivalent type of document, the new type is then created in the system. The system stores a set of identifying attributes for each document type (e.g. name, period of storage, form of the document, type of the document in terms of internal use in the system, etc.) In case a document type is no longer up-to-date, it is deemed null and void. It is not permitted to use documents that do not pertain to any document type.

1.1.1.5. File Nomenclature Management

At Domodedovo Airport there operates a two-level nomenclature which is formed for paper versions of electronic documents. At the upper level there is a standard nomenclature that sets rules that are then used for forming a specific nomenclature. At the lower level of various operating entities of the company, it is only permitted to group files of documents in line with the rules set in the standard nomenclature. The nomenclature sets prescribed periods of storage of documents falling within each file, as well as the place of storage and stages of storage (e.g. 1st stage is temporary storage until all documents within the file are executed; 2nd stage is archive storage).

1.1.1.6. Storage of documents

Storage of documents at Domodedovo Airport is performed in the electronic format and in hard copy. Storage of hard copies is broken down into 2 stages – operational and archive storage. A document control specialist is appointed in each unit of the company, who then arranges for storage of documents of the unit and performs the following functions:

- compilation, maintaining and closure of the File Register/Nomenclature of an entity;
 - execution of files in hard copy;
 - storage of documents of the unit/department;
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- ensuring protection of documents that are temporarily stored in a unit/department of a Group's legal entity;
- preparation of files/documents for handing over to the Archive for archive storage;
- preparation of files/documents for handing over to the State Archive for state archive storage in case of a winding-up of a legal entity;
- preparation of files/documents not subject to storage for destruction;
- registration of documents;
- dispatch of documents;
- performance of functions of a Records Centre;
- use of the legal entity's official headed paper.

Selection of end-of-life files for further destruction is performed by permanent expert committees that revise documents to determine their value and decide whether they need to be shredded after the expiry of the storage period. The basis for destruction of documents is the minutes of the committee's meeting and a resolution for document destruction.

1.1.2. Plans

1.1.2.1. Introduction of a system for stream input of documents (a system enabling users to automatically/semi-automatically input information from paper documents into a computer information system).

1.1.2.2. Introduction of an automated storage-rack system for storage of paper documents (a system that enables users to automatically manage the process of placing documents with the Records Centre, e.g. store data on the location of documents in the Records Centre up to the shelf, automatically control the handing over and handing back of documents, and limit access to groups of documents by levels of confidentiality).

2. Automation/primary functions:

Provide consulting services on automation of the basic functions listed below in relation to processes:

2.1. Forming and signing of paper versions of documents

- Creation of paper documents on the basis of settings that transform information from the computer system into a certain wording;
- Use of an electronic digital signature for scanned documents;
- Conversion of paper documents into an

electronic format using a stream input system with a full-text and attribute-based recognition of wording and transition of the recognized data into the computer system as per set rules/criteria.

2.2. Process of e-mail correspondence

- Automatic formation and dispatch of outgoing e-mails based on set rules;
- Automatic receipt of the delivery notification and logging of all actions with the e-document;
- Use of an electronic digital signature (dispatch of signed documents, receipt and identification of documents signed with the digital signature);

- Automatic mail collector that transforms the received document into a card of the document in the computer system suitable for automatic recognition of a track/route of the document movement (type of the document, addressee and other attributes contained in the received document).

2.3. Recording of paper documents, folders and stamps in the information system

- Use of the bar-coding system, including 3-D bar-coding (with a functionality of inbuilding information about the respective item directly in its bar code);
- Use of rfid-marks (for automatic control of unauthorized relocation of documents allowing to read information about the item in question remotely)
- Other automated technologies used for recording movements of paper documents (including the procedure of ordering, issuance and control over handing back of documents and such items as seals or stamps).

2.4. Management of document types

- Creation of a document classifier;
- Setting up of a life cycle of a document in the computer system based on preset rules (movement through various statuses);
- Setting up of a document structure based on preset rules/forms.

2.5. File Nomenclature Management

- Automation of the control over storage periods
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for documents;

- Automation of distributing documents by files (both electronic and paper ones);
- Automation of unified pro-formas used in the File Nomenclature Management;
- Classification of files and use of the file nomenclature as one of the ways to classify documents.

2.6. Storage of documents

- Automation of hard copies storage management;
- Use of automated storage technologies for storing documents: storage of data on the location of storage down to the specific place on the shelf; automation of placing documents for storage, placing requests for receipt of documents, waiting for the execution of the request, receipt of documents, handing back of documents, destruction of documents.

2.7. Other innovative solutions aimed at:

- reduction of headcount involved in the paper-based document management;
- reduction of costs related to storage of hard copies;
- automation of operations falling within the document management process;
- automation of recording, control and analysis in the area of paper document management.

3. Analysis of application of Best Practices

3.1. Requirements to the report:

All proposals and recommendations shall be recorded and submitted in printed and electronic form (in PDF/DOC format).

Each report shall have the following structure:

3.1.1. Title page;

3.1.2. Table of contents;

3.1.3. Regulatory references, definitions, symbols and abbreviations (*if there are any*);

3.1.4. Introduction;

3.1.5. Main part:

3.1.5.1. Proposals to design and optimize the business process

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- Provide Best Practices for building of the business processes (mentioned in p.1.1). Provide at least 3 (three) examples of proposals applied in companies with a headcount of at least 1,000 (one thousand) people;

3.1.5.2. Proposals to design and optimize the organizational structure

- Design the structure for implementation and optimization of the business processes. Proposals to optimize cooperation between functional organizational units;

3.1.5.3. Requirements to skills and qualification of staff

- Assessment of qualifications of process participants and provision of requirements to staff that will be needed to execute the functions after implementation and optimization of the business processes.

- Provide a list of recommended training courses required to improve qualifications of staff used in Best Practices.

3.1.5.4. Proposals to design/optimize metrics of KPI and SPI reporting

- Identification and analysis of KPI and SPI indicators used in Best Practices in order to assess the results of the activity within the subject area, including the appraisal of performance of the involved staff.

3.1.5.5. Proposals to motivate process participants

- Examples of motivation of personnel involved in execution of the function.

3.1.5.6. Proposals re documentation

- Assessment of existing forms and rules required for coordination of the documents used to control and analyze indicators used in Best Practices. Create new forms and rules within the implementation/optimization of business processes.

3.1.5.7. Possibility to outsource activities

- Risks Assessment and a Feasibility Study to outsource activities.

3.1.5.8. Templates of agreements

- Assessment of the existing templates of agreements re risks, completeness of description of needs featuring in Best Practices. Suggestions re possible changes.
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3.1.5.9. Means of automation

- Information Systems market research. The Consultant is to provide at least 2 (*two*) different means of automation in order to automate key functions specified in Section 1.1.1. The means should be selected from among the best options, it is desirable to demonstrate a good professional track record of their use in Russia and their full localization;

- Develop a feasibility study for each means of automation and assess technical and organizational risks related to its implementation, as well as provide its advantages and disadvantages.

3.1.6. Conclusion;

3.1.7. List of used resources/sources of information;

3.1.8. Appendices (*if required*).

New types of documents proposed for usage at Moscow Domodedovo Airport are to be provided as templates in separate Appendices to main documents.

4. Standards for operating facilities / Forms of documents

- Requirements to operating facilities: n/a.

- Please provide a list of main forms/types of documents required in the subject area used for the implementation of Best Practices. The list of documents shall contain requirements to the composition and rules of registration of documents.

5. Standards (*mandatory / recommendatory*) -
Requirements to standards: n/a.

6. Best training courses and companies –
Provide a list of best training courses and contracting parties qualified to train paper-back documentation management personnel and improve their skills.

7. The division of works into stages / Stage-by-stage acceptance of works

7.1. Make a time schedule for presentation of research results based on the following requirements:

7.1.1. All research works shall be divided into conceptual stages in accordance with the breakdown of the subject area (clause 1.1.1.-1.1.2.). Results of the research on each stage must be formalized deliverables in the form of a report.

7.1.2. At each stage both independent solutions for automation/software products and a unified solution can be offered.

7.1.3. Presentation of the results for each conceptual stage should be clearly limited in time, in other words a specific date is to be indicated.

7.1.4. As part of the research it is desirable to organize reference visits of the Customer to the companies with best practices prior to the final acceptance of works in accordance with the contract.

7.2. The acceptance of the works shall be performed in accordance with the following schedule:

№ п/ п	List of the works	Execution Timeline	Meetings to be booked with the Contractor
1	<i>Preliminary stage:</i> <ul style="list-style-type: none"> • Clarification of the present requirements with the Contracting party, • Drafting of the time schedule of the works. 	1 week from the date of conclusion of the contract	Prior to start and upon completion of the stage.
2	Preparation of the list of best practices selected for the report and preliminary acquaintance of the customer with them; specification of suitable options.	2 (two) weeks from the date of execution of clause 1.	regular meetings each 10 (ten) working days (<i>the countdown begins from the date of the meeting at the end of Preliminary Stage</i>)
3	Introduction to the characteristics of the arrangement of existing operating	4 weeks from the date of execution	

	processes of contracting parties whose data is used for the report of best practices	on of clause 2.	
4	Drafting of sections of the research report and coordination of the report structure with the Customer	2 weeks from the date of execution of clause 3.	
5	Preliminary acceptance of each issue of report by the Customer. To make a list of remarks on each issue.	No more than 3 (three) working days on each issue of the report, providing that the acceptance of the whole report is no more than 2 (two) weeks.	
6	To resolve remarks on raised issues of the report	2 (two) weeks from the date of execution of clause 5.	A meeting prior to the acceptance of the final report
7	Provision of	2 (two)	-

	the final report and acceptance of the works	weeks from the date of execution of clause 6.	
Total period under the Contract shall not exceed 15 (fifteen) weeks.			

Acceptance of a stage of the project shall be deemed accomplished upon the receipt of the agreement of the Customer with the completeness and clarity of the provided deliverables in line with the above schedule.

8. Requirements to the Contractor:

8.1. Consulting company with a track record in the consulting industry for at least 10 (*ten*) years having successfully implemented consulting projects in the area of «Paper Documentation Management» over 3 (three) last years as confirmed by written recommendations of at least 2 (two) major customers with a headcount of at least 1,000 people.

The prospective consulting company must not be a 'Big Four' firm (PricewaterhouseCoopers (PricewaterhouseCoopers), Deloitte (Deloitte), Ernst & Young (Ernst&Young) or KPMG (KPMG)).

8.2. Requirements to employees of the consulting company/consulting division conducting research:

8.2.1. Each employee of the research team should have working experience:

- Of at least 5 (five) years in the area of consulting,
- Participation in at least 2 (two) successful projects in the "Document Management" area,

8.2.2. The head of the research team should:

- Have a track record in the area of consulting and practical work in the "Document Management" area of at least 10 (ten) years,
- be the head of a team/division that has successfully completed at least 2 (two) projects

	in the "Document Management" area.
Possible alternatives	n/a
Value of the contract	Starting price of the reverse auction: RUB 12,636,000
Volume of procurement	<i>All proposals and recommendations are to be documented in Russian and English and presented both in printed form and electronically (in PDF/DOC/XLS formats).</i>
Frequency of procurement	<i>One-off</i>
Deadline of delivery/provision of services	<i>In line with the terms of the contract</i>
Terms of delivery	<i>Personal presence of consultants during the periods stipulated in the contract</i>
Place of delivery	<i>Territory of Domodedovo Airport 3/1, Domodedovo, Moscow region, 142015 Russia</i>
Form, timeline and procedure of payment	<i>In line with the terms of the contract</i>
If the price needs to include the cost of delivery of goods	<i>No</i>
IMPORTANT!	Participation of your organization in this reverse auction means by default that you agree with requirements set by us, including the form of the contract.



(Signature)

Alexander Kirilevich

Head of the Representative Office in Russia