

## Request

(to be placed on an electronic trading platform):

<b>IMPORTANT!</b>	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
<b>Selection Procedure</b>	<i>Reverse Auction</i>
<b>Access to the trading</b>	<i>Closed format</i>
<b>Date and time of the reverse auction</b>	27/10/2014 , at 13: 00 Moscow time
<b>Name of the entity</b>	<i>Representative Office of 'Airport Management Company Limited'</i>
<b>Procurement item</b>	<i>Expert consulting services on administrative/ personal assistance to managerial staff</i>
<b>Requirements to services to be rendered</b>	<p style="text-align: center;"><b>Customer Requirements</b></p> <p style="text-align: center;"><b>Structure of the report on the research of Best Practices in the subject area of</b></p> <p style="text-align: center;"><b>Administrative / Personal Assistance</b></p> <p><b>1. Scope of subject area:</b> to get consulting services in the area of Administrative / Personal Assistance (best practice).</p> <p><b>2.1. Objectives:</b> to get a detailed subject report with suggestions on improvement in the management of the process of Administrative / Personal Assistance.</p> <p><b>2.1.1. Break-down of the subject area:</b></p> <p style="padding-left: 20px;"><b>2.1.1.1.</b> The process of arranging of telephone connections of the Manager.</p> <p style="padding-left: 20px;">Currently, personal and administrative assistance staff in operating companies of the Group (PAs and secretaries) arrange planned and ad-hoc telephone conference calls of managers using ATC Meridian. The planning of telephone calls</p>

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and their actual parameters are documented in an information system manually. The timeliness of dialing in of all participants, timeliness of approval for the plan of calls and certain other parameters are controlled manually.

**2.1.1.2.** The process of arranging meetings.

The planning of meetings is performed through an information system –employees are responsible for planning their own meetings, in case of directors and managers this function is performed by personal & administrative assistance staff. Currently, control over the turn-up of participants of meetings, as well as formalization of minutes and decisions are performed manually.

**2.1.1.3.** The process of revision of incoming documents by the director/manager and control over execution of taken resolutions.

Registration of incoming correspondence is performed currently in an information system with a subsequent report to the director/manager about the receipt of the same and documenting of a resolution in the respective registration card or formalizing controlled tasks related to this or that document. The control over deadlines for revision of a document is performed manually, the control over deadlines for execution of formalized tasks is performed automatically.

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**2.1.1.4.** The process of booking and distribution of conference halls/meeting rooms.

This process is performed by PAs and secretaries on a manual basis, there is no system for resource planning.

**2.1.1.5.** Motivation/incentivisation of personal & administrative assistance staff.

The formula for calculation of salaries currently includes a set of quantitative performance indicators. Each employee of the function is motivated to handle a certain number of meetings, conference calls, formalized tasks, etc.

## **2.1.2. Plans.**

**2.1.2.1.** Introduction of automated control over timeliness of telephone calls, as well as timeliness of processing requests for telephone calls. Upon upgrading of the telephony system in all the operating companies of the Group, we are planning to automate recording of all parameters of incoming and outgoing calls, as well as semi-automatic connection of regular conference calls.

**2.1.2.2.** Introduction of a video conferencing system to arrange video meetings. The video conferencing system is planned to be integrated with the working time planning system. The minutes making system is also to be changed – the approval function is planned to be transferred to the unified

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working time planning system with a feature enabling approval and confirmation of minutes of the meeting on line as the meeting takes place.

**2.1.2.3.** Upgrade of the current system for registration of incoming correspondence with a view to automating control over deadlines for revision of documents and recording of resolutions.

## **2. Automation/primary functions:**

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

- Arranging of telephone connections of the Manager.
  - 1) Describe possible software solutions used in global best practice by secretaries and assistants to arrange telephone communications of the management;
  - 2) Provide a description of cutting-edge technologies used for planning and recording communications held through telephone.
- Process of arrangement of meetings;
  - 1) Automated recording of presence of meeting participants;
  - 2) Automated documentation of taken decisions – automatic minutes in Russian, with a feature allowing to transfigure voice into text.
- Process of booking resources necessary to hold meetings
  - 1) Automation of the process of booking and distribution of conference halls/meeting rooms.

## **Analysis of application of Best Practices**

### **3.1. Requirements to the Report:**

All proposals and recommendations are to be recorded in the Russian language and submitted in printed and electronic form (in the 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

- 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 process. 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

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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. 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

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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 tools / Forms of documents**

- Requirements to operating tools: 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 / advisory*)**

Requirements to standards: n/a

**6. Best training courses and companies**

Provide a list of best training courses and contracting parties qualified to train staff members in the Personal Assistance Team (secretaries and personal assistants) aimed at improving their skills and qualification.

**7. The division of works into stages / Stage-by-stage acceptance of works** – Consulting services are to be provided within no longer than 6 months. The consulting company may break down consultations into stages (in line with clause 1.1.1), with each stage, preferably, to be run in parallel.

- 7.1.** Make a time schedule for presentation of research results based on the following requirements:
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- 7.1.1. All research works shall be divided into conceptual stages. Results of the research upon completion of each stage are to be formalized;
- 7.1.2. Results of each stage can be presented consecutively (e.g. when each following stage is based on the previous one(-s) or in parallel (if stages are not interconnected with the previous and/or following stages);
- 7.1.3. At each stage both independent solutions for automation/software products and a unified solution can be offered;
- 7.1.4. Presentation of the results for each conceptual stage should be clearly limited in time, in other words a specific date is to be indicated;
- 7.1.5. Interim meetings are to be held each 10 working days during each stage and, in addition, one mandatory meeting is to be arranged before the final submission of research deliverables under each stage;
- 7.1.6. Gain an understanding of the existing practices of Moscow Domodedovo Airport;
- 7.1.7. Present an assessment of global best practices in the area of personal assistance;
- 7.1.8. Provide a detailed report on global best practices in the area of personal assistance (such recommendations are to take into account organizational and technical features of arrangement of management activity at Moscow Domodedovo Airport);
- 7.1.9. Organize reference visits of the Customer to the companies with best practices prior to the final acceptance of works upon completion of each stage;

7.2. The acceptance of the works shall be performed on a stage-by-stage basis. 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

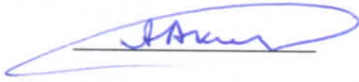
	<p>deliverables in line with the provided schedule.</p> <p><b>8. Requirements to the Contractor</b></p> <p>8.1. Consulting company with a track record in the consulting industry of at least 10 (<i>ten</i>) years having successfully implemented consulting projects in the area of Personal/Secretarial Assistance or General 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 form part of the 'Big Four' firms (PricewaterhouseCoopers (PricewaterhouseCoopers), Deloitte (Deloitte), Ernst &amp; Young (Ernst&amp;Young) or KPMG (KPMG)).</p> <p>8.2. Requirements to employees of the consulting company/consulting division conducting research:</p> <p>8.2.1. Each employee of the research team should have working experience of:</p> <ul style="list-style-type: none"> <li>• At least 2 (two) years in the area of consulting,</li> <li>• Participation in at least 2 (two) successful projects.</li> </ul>
<b>Possible alternatives</b>	<i>n/a</i>
<b>Value of the contract</b>	<b><i>Starting price of the reverse auction: RUB 9,369,246</i></b>
<b>Volume of procurement</b>	<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>
<b>Frequency of procurement</b>	<i>One-off</i>
<b>Deadline of delivery/provision of services</b>	<i>In line with the terms of the contract</i>
<b>Terms of delivery</b>	<i>Personal presence of consultants during the periods stipulated in the contract</i>
<b>Place of delivery</b>	<i>Territory of Domodedovo Airport 3/1, Domodedovo, Moscow region, 142015 Russia</i>
<b>Form, timeline and procedure of payment</b>	<i>In line with the terms of the contract</i>
<b>If the price needs to include the cost of delivery of goods</b>	<i>No</i>

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**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.

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(Signature)

Alexander Kirilevich

Head of the Representative Office in Russia

