Assessment 2

(B_____)

Group Work and Presentation (RFP for Tendering)

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RFP FOR TENDERING

# Procurement for Cloud-Based Digital Media Initiative (CDMI)

British Broadcasting Corporation (BBC) is one of the oldest national broadcasting companies in London, the United Kingdom that retains the highest records for global audience outreach. Serving its audience at both national and international levels, the company has multiple operational divisions that govern its outputs and operations, leaving no doubt about the firm operating in a data-intensive business environment. Back in 2008, the first attempt of digitising the operational functions, data handling and archiving techniques at BBC was made in the year 2008 under the Digital Media Initiative (DMI). However, due to several setbacks, the project failed at materialising in its entirety. CDMI (Cloud-based Digital Media Initiative) is the successor version of the predecessor DMI which the BBC is intending to implement. Keeping in view the lessons learned from the predecessor DMI project, the BBC aims to develop a better procurement and management strategy for the successor CDMI project so as to avoid once again the damage inflicted and experienced as of its antecedent project.

British Broadcasting Corporation (BBC) through this request for proposal is seeking to contract out (on a competitive tender basis) a technically competent and skill capable firm that has a strong history of completing IT projects at good terms with reputed clientele in the past. This tender bidding is intended for the complete outsourcing of required services for the Implementation of a Cloud-Based Digital Media Initiative as a means to upgrade the firm's infrastructure towards better data management, data archiving and effective data processing. For effective project implementation, the initiative entails the need for both hardware and software-based services from the firm that'd be contracted out in response to the proposals received against this RFP.

Scope of work: The Cloud-based Digital Media Initiative is the advanced version of BBC's previous Digital Media Initiative (DMI) which even though was not completed in its entirety back in time, however, the side products and services that were achieved while working towards the project, for example, the archive database, etc continue to serve BBC at large. CDMI is the advanced version of the DMI that will take the concept of DMI to a whole new level by using cloud services as one central data centre for different users to access simultaneously, from anywhere around the world through the comfort of their smartphones or laptops. Through CDMI, BBC intends to transform its data processing and data handling infrastructure such that it becomes at par with the modern-day tech, making it easier for the BBC staff and its worldwide customers to get the best out of BBC services.

Firms or vendors applying in response to this RFP should possess the relevant experience of working for IT projects in the past and also make sure that they possess the capability and capacity to provide the following digital services/products/software to BBC for its intended infrastructure update.

Hardware-Based Services	
S. No.	**Description**
1	Advanced Media Production Tools geared with the latest technology, integrated with cloud
	• Cameras, DSLRs, Tripods, Microphones, Router, Switches, etc…

Software-Based Services	
S. No.	**Description**
1	Online, Remote Cloud System Deployment
	a. Archival Cloud for data retention, storage, and data-processing online
2	Cloud Computing
	a. Hybrid Clouds (a duo of public and private)
	b. Cloud Services (On-site, IaaS, PaaS, SaaS)
3	Software Integrations and compatibility with provided media production tools

Work Breakdown Structure
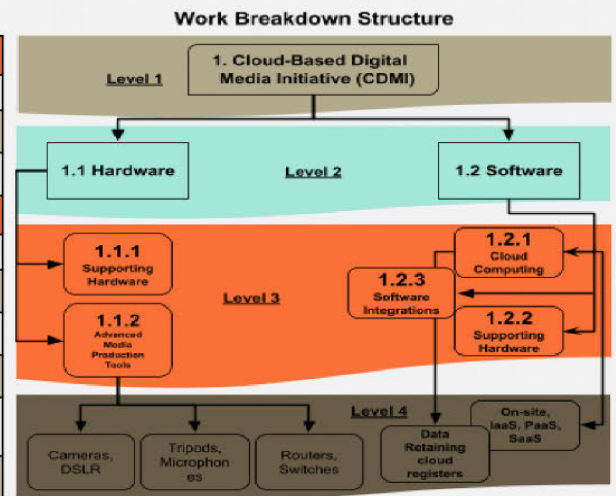
Minimum Eligibility Criteria: This RFP for Tendering is open to all bidding firms/vendors that meet the following minimum requirements criteria.

- The proposer firm should possess an OEM (Original Equipment Manufacturer) license or at least be a partner of an authorized OEM certification holding company.
- The proposer firm should possess verifiable proof of products' and services' supply, maintenance, and support.
- The proposer firm should not be blacklisted for illegal actions or have gone through litigation during the last five years.
- The proposer firm must be registered with Sales Tax and Revenue Boards.

RFP Documents Availability and Submission: Detailed version of this RFP and Bidding documents will be made available through an email request to BBC's e-tendering site that is hosted by BravoSolutions at https://bbc.bravosolution.co.uk/web/login.html.The entire process will be carried out using electronic means following the on-screen instructions provided by BBC's e-tendering site. The required documents for bidding must be completed in their entirety online no later than Saturday, 12th February 2022.

Bid Rejection: Any late received proposals that arrive after the deadline would normally be rejected. Additionally, incomplete, unnecessarily conditional, and bids with no Bid Security shall not be considered at all. Bids for the supply of only one specific category (or not all) of the hardware or software required services shall also be rejected. Bids with no cover letter will not be entertained either.

Pre Bid Meeting: Pre-bid meeting and presentation are scheduled on 10th January 2022 for a conference with vendors and discussion of technical info related queries with them at the *CDMI Management Director Room of BBC Headquarters on the 7th Floor*. Interested bidders are invited to join for the resolution of their tech-related queries about the project. For more information regarding this solicitation, reach out only to the head of procurement via email at procurement_cdmi@bbc.co.uk.

Tech Proposals Opening, Validity Check and Security: Only tech proposals will be opened on 14th February 2022 at 11:00 am **publicly** in the *CDMI Management Director Room of BBC Headquarters on the 7th Floor* merely for the purpose of recording proposers names who've submitted proposals in response to this RFP. One bidder representative with proper authorization from the proposing firm's company may attend the tech proposal opening. As of the Financial bid, these must be encrypted with the password with at least 90 days validity period of the bid. Financial proposals would be opened only for the firms whose tech proposals qualify the passing criterion. Bid validity would be counted onwards from the day of bid opening.

Important Dates for this RFP	
Deadline for receiving proposal offers	**12th February 2022**
Pre Bid Meeting/Presentation/Meeting with Suppliers	**10th January 2022**
Tech Proposal Opening	**14th February 2022**

BBC's Competitive Tendering Stages
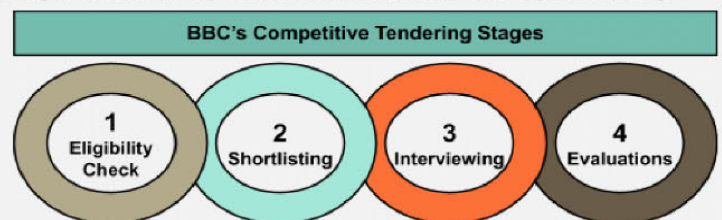
Detailed RFP Report
Tender request for
Cloud-based Digital Media Initiative at BBC

1. Introduction and Background

1.1   British Broadcasting Corporation is the world's largest, publicly financed broadcasting firm based in Great Britain[1]. The company operates under the royal charter with virtually outright independence in the overseeing of its operations. With the vision statement being **'to be the most creative organization in the world'**[2], the BBC thrives with the mission statement that implies the firm to enact in the interest of the public for wider audience outreach, entertaining and educating them in a way that exceeds their expectations, thereby bringing about a radical change in their lives. The vision and mission of the firm have aspired it in setting up a standard for itself within a broadcasters domain by offering synchronously timed in, thoroughly researched content services to its audience.

1.2   Broadcasting updates from around the world to serve its audience at both national and international levels (content broadcasting in more than 40 languages)[3] has created a data-intensive environment for the BBC that requires tackling challenges related to complex data handling and data archiving techniques. To keep the overall functioning of the firm smooth and efficient requires that the company's operations flow with the course of the tide by adapting to the changes rapidly, be it technology-related or technique-related[4].

1.3   In light of this and with the world rapidly shifting towards digitisation technology, the first attempt of digitising the operational functions, data handling and archiving techniques at BBC was made in the year 2008 under the Digital Media Initiative (DMI). However, due to several setbacks, the project failed at materialising in its entirety as is the usual case that happens when trying to enter the digital space through sudden media foraying[5].

1.4   CDMI (Cloud-based Digital Media Initiative) is the successor version of the predecessor DMI which the BBC is intending to implement. Keeping in view the lessons learned from the

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[1] (Cunningham, 2017)
[2] (Clark, 2021)
[3] (BBC, 2021)
[4] (Baldwin, 2014)
[5] (KaufmanFellows, 2012)

predecessor DMI project, the BBC aims to develop a better procurement and management strategy for this project so as to avoid once again the damage inflicted and experienced as of the antecedent DMI project.

2. Invitation

Through this request for proposal is seeking to contract out (on a **competitive tender basis**) a technically competent and skill capable firm that has a strong history of completing IT projects at good terms with reputed clientele in the past. This tender bidding is intended for the contracting of **an IT services providing company to implement the Cloud-Based Digital Media Initiative (CDMI)** as mentioned above.

2.1   Annexe 1 of this report provides a detailed term of reference (TOR) that covers the clarification of assignments and deliverables expected

2.2   Deadline for the submission of proposals is **12th February 2022, Friday @ 17:00-hours UK Standard Time**

2.3   The breakdown of this report follows as:

      Annexe 1   Terms of Reference (TOR)

      Annexe 2   Criteria of Evaluating Received Tenders and RFPs

      Annexe 3   CDMI Procurement Management

      Annexe 4   RFP Timeline

2.4   Should a proposing firm gets chosen by BBC for contracting, all the terms that have been set forth herein this RFP report will be viable for the contract. The contract would require the vendor to comply with all factual statements and representations made herewith. Also, if this proposal receives any modifications (in the context of negotiating) that are agreed to by the BBC, that too shall become a viable part of the contract.

2.5   With no liability incurred to the contracted/proposer's firm, the BBC has the right to cancel a part or an entirety of one or more requirements for the CDMI project disclosed in this report. Similarly, the BBC also owns the right to cancel or reject any proposal, or maybe annul the whole selection process by rejecting all received proposals at any time the company deems appropriate.

2.6   It is possible for proposing firms to withdraw their proposals once they've submitted only if they provide a written notification that reaches BBC's Procurement Management department prior to the closing date of this proposal, following which no proposal will be allowed to be withdrawn or modified even if provided with the written notice.

2.7   All received bid offers should remain open for acceptance and valid for the period of 90 days(counted onwards from the deadline). A proposal that has a validity day count less than 90 would be downright rejected.

2.8   This Request for Proposal is issued under the BBC's Administrative Guidelines for Procurement which can be found in its entirety at:
https://downloads.bbc.co.uk/supplying/pdf/PC3_Non_Regulated_Contracts.pdf

3. RFP Documents Clarification Requests

3.1   Any prospective proposer who seeks clarification regarding solicited documents of this RFP should be directed only towards the procurement head via email at procurement_cdmi@bbc.co.uk with the subject line **QueryRFP-CDMI 2022/02-Cloud Based Digital Media Initiative**

3.2   All received clarifications requests for the solicited documents will be responded to by the BBC procurement management by the date disclosed for clarification of the RFP in **Annexe 4** (RFP Timeline)

4. Amendments in Request for Proposals Documents

4.1   BBC reserves the right to modify or make any amendments in the RFP documents either at its own consent or probably following a clarification requested by any prospective proposer. The amendments will however be disclosed at the company's website and proposers notified via email.

4.2   Following the amendments in RFP documents, to allow proposers a reasonable time to take those amendments into account, the BBC may, at its own will extend the deadline of submitting bid offers.

5. Proposal Language

5.1   All correspondence related to this RFP and its related documents should be made in the English language. This includes all the documents prepared by the proposer in response to this RFP.

5.2   Supporting documents or any printed literature that a proposer furnishes alongside the proposal may be in another language, however, it will only be accepted if accompanied with a proper translation to English of all the relevant material to this RFP therein. The accuracy of the translation and its sole responsibility would be at the proposers' sole discretion.

6. Submission of Proposal

6.1   **Application:** Following on-screen instructions for application against this RFP's issue # online on **BBC's e-sourcing portal** at https://bbc.bravosolution.co.uk/web/login.html.

6.2   **Tech and Financial Proposal Submission:** Both technical and financial proposals as separate files must be submitted **via email** to procurement_cdmi@bbc.co.uk as under:

6.2.1 **Email Subject line:** This should be **RFP-CDMI 2022/02-Cloud Based Digital Media Initiative**

6.2.2 **Tech Proposal:** File#1 should have a file name as **RFP-CDMI2022/02-Technical Proposal-(Proposer Company Name)**

6.2.3 **Financial Proposal:** File#2 should have a file name as
RFP-CDMI2022/02-Financial Proposal-(Proposer Company Name)

Note: Both files should be sent as an attachment in one email and not multiple emails.

6.3   Financial proposal's submitted file **MUST** be password protected. Once the technical proposal of the firm passes the qualifying score, an authorised procurement person from BBC will contact the bidding firm for the encryption password to the firm's financial proposal. Password Encryption to Financial Proposal **MUST NOT** be sent in any form to BBC unless requested by the firm's authorised procurement officer.

6.4   **Bid Security:** All bids must be accompanied by a Bid Security pay order of about 2% of the total bid value

6.5   Should you find part of this RFP document missing or illegible, you should immediately notify the BBC's procurement on the aforementioned email address.

7. Minimum Eligibility Criteria

This RFP is open to all firms meeting the following minimum eligibility criteria:

7.1   The proposer firm should possess an OEM (Original Equipment Manufacturer) license or at least be a partner of an authorized OEM certification holding company.

7.2   The proposer firm should possess verifiable proof of products' and services' supply, maintenance, and support.

7.3   The proposer firm should not be blacklisted for illegal actions or have gone through litigation during the last five years.

7.4   The proposer firm must be registered with Sales Tax and Revenue Boards.

8. Rejection of Proposals

8.1   All bid offers received in response to this RFP past the deadline for proposal-offer receiving disclosed in **Annexe 4** will normally be downright rejected.

8.2   Proposals of the prospective proposing firms who fail to meet the minimum eligibility criteria will also get their proposals rejected if they fail to fulfil the minimum eligibility criteria by the due date for submission of proposals.

9. Proposals Opening

9.1   Tech proposals will be opened on **14th February 2022** at **11:00 am** publicly in the **CDMI Management Director Room** of BBC Headquarters on the **7th Floo**r merely for the purpose of recording proposers names who've submitted proposals in response to this RFP. One bidder

representative with proper authorization from the proposing firm's company may attend the tech proposal opening.

9.2 Financial bids must be encrypted with the password with at least 90 days validity period of the bid. Financial proposals would be opened only for the firms whose tech proposals qualify the passing criterion. Bid validity would be counted onwards from the day of bid opening.

10. Ethical Code of Conduct

10.1 According to the [BBC's Administrative Guidelines for Procurement](#), any person or an entity that plays a role in BBC-related activities is necessarily required to express an ethical code of conduct during all activities connected directly or indirectly to the firm; that is during procurement and the execution of contracts of any form.

10.2 If BBC finds a person or an entity who has gotten involved in corrupt, coercive, fraudulent, or any such activities that are against the ethical code of conduct, the proposal of the culprit firm would be rejected and contracts(if allotted with one) terminated instantly.

11. Conflict of Interest

11.1 For the rendering of services to the BBC, proposers must acknowledge in their proposals the nullification of any potential conflicts of interest.

11.2 Should there exist a conflict of interest for the proposing firm, the firm must disclose its policy of resolving their conflicts for smooth and uninterrupted service rendering to BBC.

12. Confidentiality

12.1 Proposal evaluation regarding all types of RFPs at BBC along with the BBCs recommendations for the selection of vendors is kept highly confidential and by no means is it disclosed to other bidding parties and firms.

Annexe 1
Terms of Reference (ToR) for CDMI project

1. Background information of BBC's DMI project

Back in 2008, according to the decisions made by the BBC Trust and under the approved Work Plan of the year, the BBC undertook the initiative of transforming its infrastructure via the digitisation of its assets for better data handling, processing, and archiving. Ever since the conception of an idea to digitising, the initiative was deemed as a must-have to have[6] given the data-intensive environment in which the BBC operates to serve its national and international audience. However much crucial the project was deemed to be by the BBC itself, the project failed to materialise in its entirety due to complications and conflicts it faced during the course of its action, leaving a mark on both the economics and financial history of the firm[7].

2. Aims and Objectives of the CDMI project

2.1   With the world advancing rapidly in technology that yields newer, more convenient forms of data handling and archiving on a regular basis, it is crucial for the firm to race with the pace of technology so as to both provide the best customer experience to its audience and maintain its data integrity in a way that makes its retrieval efficient and robust. For that, the BBC aims to implement the successor version of the DMI named CDMI - Cloud-Based Digital Media Initiative keeping in strict view the lessons learned from the failure[8] of the predecessor version of the project[9].

2.2   In a meeting of the BBC's Board members conducted in November 2021, the issues of arising conflicts in data handling and data processing were discussed with different probable solutions placed upfront for tackling issues. Of all the probable solutions, the BBC's board members decided to implement cloud-based computing (CC) services within the BBC infrastructure. This decision was made based on the research[10] that the technology provides remote access of hardware and software to users, which was thought of as the best solution for situations like work from home during the pandemic.

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[6] (Sangani, 2014)
[7] (Daniel and Ward, 2013)
[8] (Baumann, 2021)
[9] (Conlan and Arthur, 2013)
[10] (Stergiou, et al. 2018)

3. Scope of Work, Objectives, and Methodology

3.1 Objectives and Methodology

Through CDMI, BBC intends to achieve a central controlling and accessing unit (that is a cloud) which the BBC staff can access, upload, alter, or process online from the comfort of their homes via personal computers or desktops. Since the cloud would serve as a main central controlling and processing unit, multiple media processing tasks might be made to execute in parallel, and similarly, there would be content coming onboard the cloud from multiple user-ends[11] when multifarious users share their data over the cloud with others. This will lead to a dynamically shared environment in which the provisioning of resources becomes challenging[12] when efficiency and service quality are both what the end-user expects and prefers simultaneously. For that to happen simultaneously and ensure user satisfaction to the fullest, the BBC expects the following deliverables as of the implementation of CDMI.
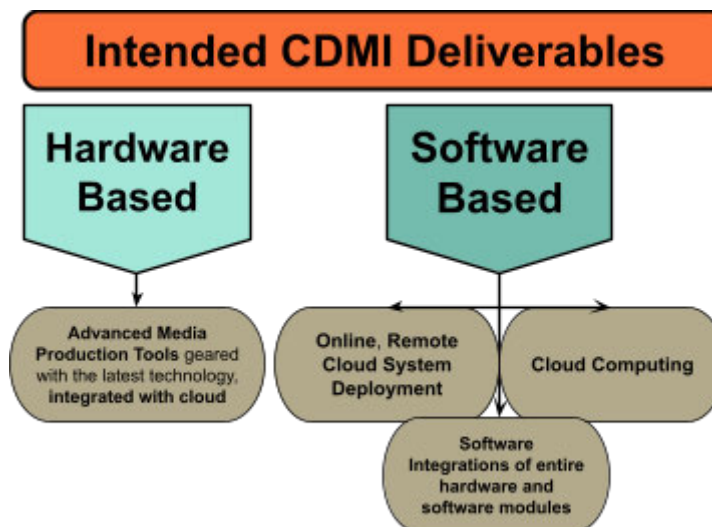

Figure 1: CDMI Intended Deliverables

3.1.1 CDMI Hardware Deliverable Specifications

For the most part requires analyzing the **Make or Buy Decisions** because today there are a number of products like DSLRs, Cameras, Mics, Switches, Routers, etc that are already made available in abundance in the marketplace. However, not all available hardware devices in the marketplace are integrable with every new technology implemented[13]. Therefore, this process will require the contracted firm to evaluate the decision of **Making-or-Buying** hardware items following the below suggested four-stage analysis.

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[11] (Sembiring, and Beyer, 2013)
[12] (Jamshidi, Ahmad, and Pahl, 2014)
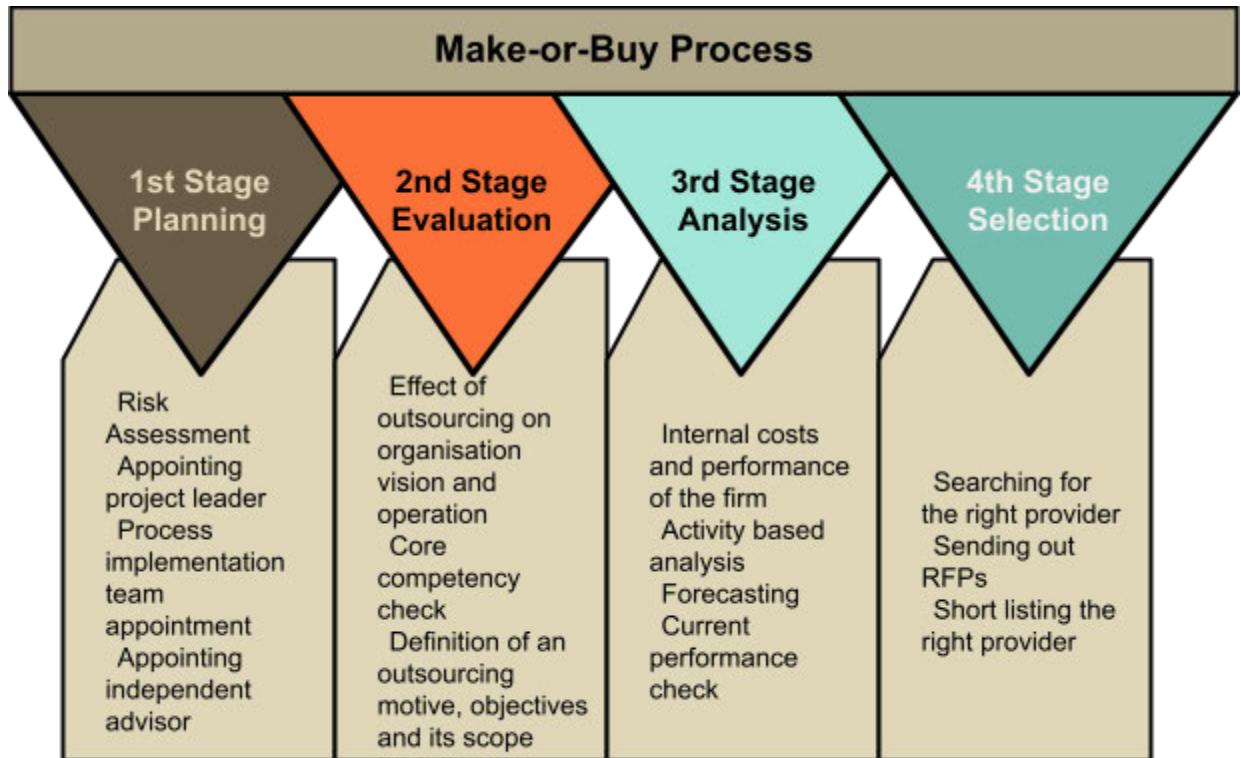[13] (Mehrabi, Ulsoy, and Koren, 2000)

Figure 2: Make/Buy Analysis

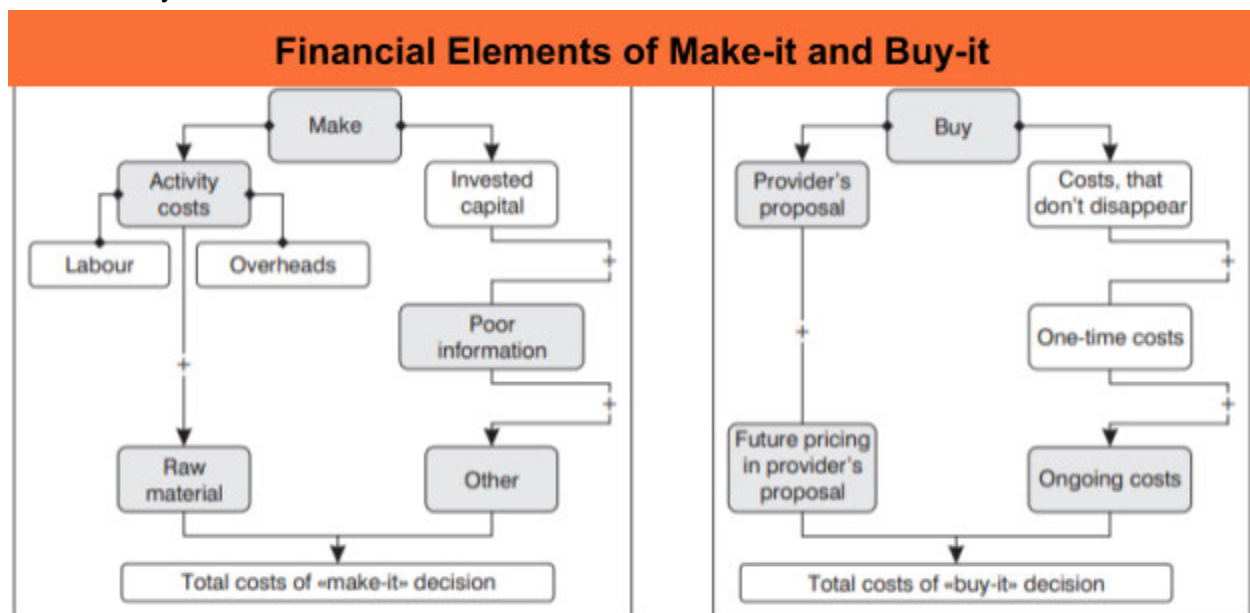In terms of financial elements, here's how the process of make-it and buy-it would look like hierarchically[14]:

Figure 2a: Financial Elements Make/Buy Analysis

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[14] (Mehrabi, Ulsoy, and Koren, 2000)

Make or Buy analysis is an integral part of the Project Procurement Management. A detailed Make or Buy analysis sheet is added in **Annexe 3** (CDMI Procurement Management).

3.1.2 CDMI Software Deliverable Specifications

As mentioned in the project's work scope, the software deliverable of the CDMI project will have three main deliverables:

- Cloud Deployment
- Cloud Computing
- Integrations of Hardware Equipment with the deployed cloud

3.1.2.1 Cloud Deployment and Cloud Computing

In scaling up the firm's infrastructure, cloud deployment has been researched to be the high-performance computing application (HPC)[15]. By incorporating cloud in its infrastructure model, the BBC aims to have a central control hub that offers its users(both employee staff and customers) the advantage of on-demand provisioning alongside a virtualisation-enabled customisation, resource allocation, and flexibility. Also to provide for enormous consumer demands, continuous supply of content with high performance entailing minimal to zero delays, the need for media enterprises to shift to cloud based system is vital[16].

Of the various cloud models[17] available for deployment, BBC aims to implement the **Hybrid cloud** model that is a duo of **Private** and **Public Cloud models.** For media based companies such as the BBC, performance is crucial as the firm states that if its page loading time is delayed by a few seconds, that'll have the corporation lose a quarter or more of its audience. Therefore, to speed up the process, transfer of BBC's services from the old, conventional means LAMP(Linux, Apache, MySQL, Php/Python) to cloud computing is a vital point for CDMI's overall success[18].

3.1.2.2 Integrations of all Deliverable Modules

Without integration, all deliverables would be separate, stand-alone parts of the project that won't derive the intended results of the CDMI. For that, both hardware deliverables and software deliverables of the CDMI need to be integrated with one another.

3.2 CDMI Project Management Plan

Based on the above intended deliverables, BBC has decided a project management plan. This plan is just to give an overview to the proposing firms about how the CDMI project would proceed. Meaning, that if the proposing firm requests amendments to this plan based on their services providing criteria, the plan might be subjected to updates only when BBC approves the requested amendments to the plan.
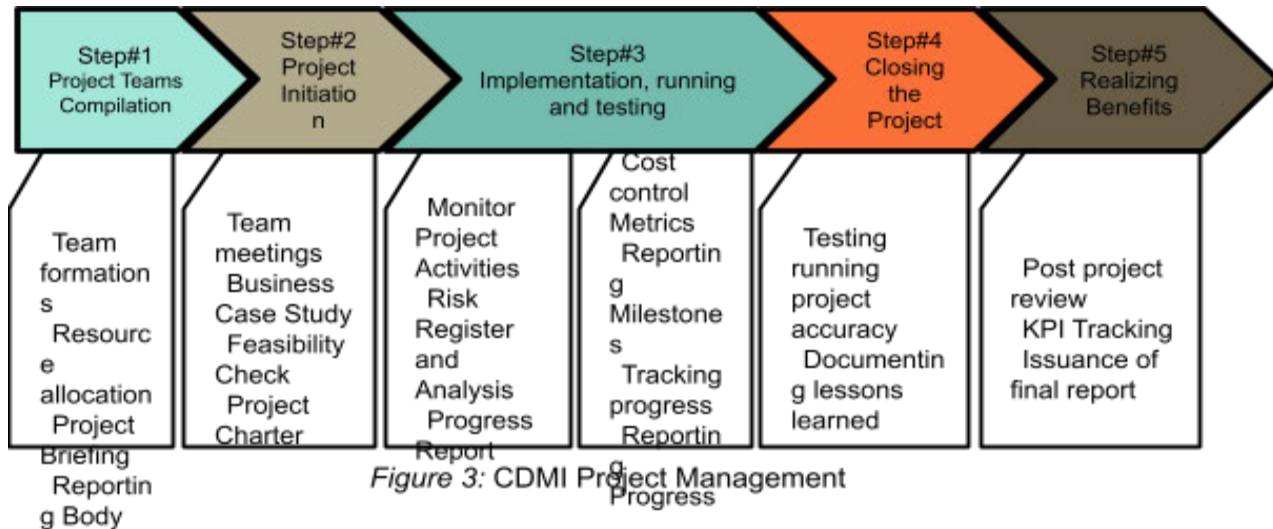
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[15] (Gupta, et al., 2013)
[16] (Mahajan, 2019)
[17] (Rountree, and Castrillo, 2014)
[18] (Humble, 2021)

Figure 3: CDMI Project Management Progress

3.3 CDMI WBS (Work Breakdown Structure)

Depending upon the intended hardware and software deliverables of the CDMI; the following is the detailed WBS of the project:
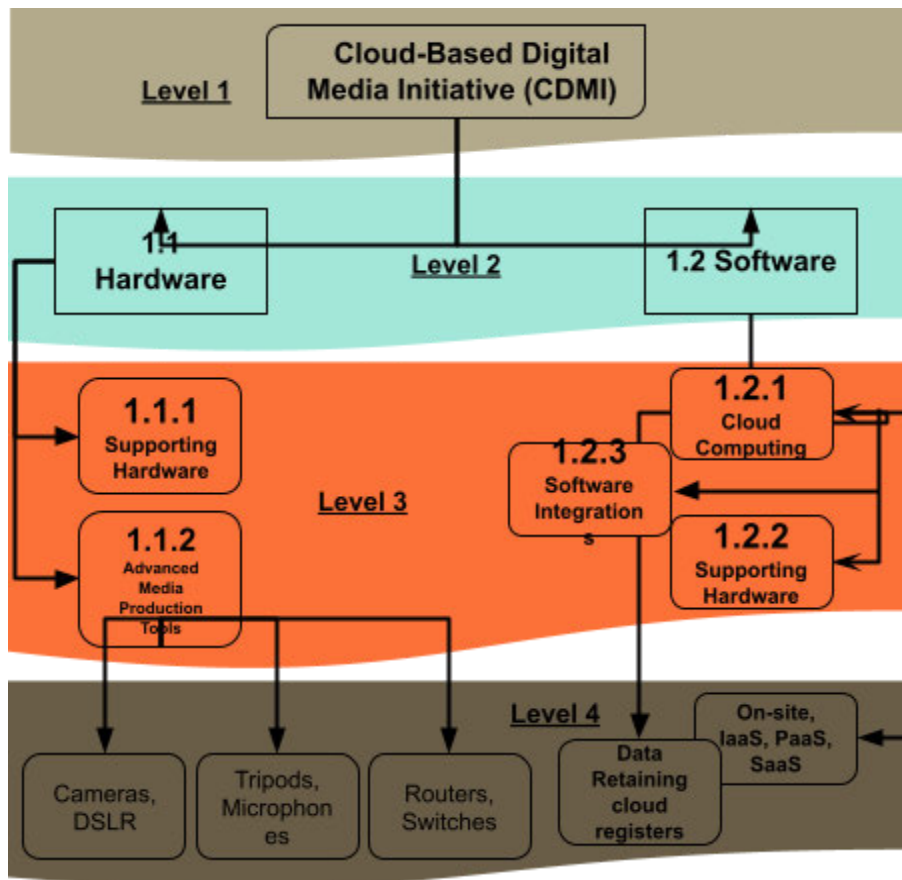

Figure 4: CDMI Work Breakdown Structure (WBS)

3.4 CDMI Project Tentative Timeline

Following is the timeline for the CDMI project, This isn't a final draft of it, rather it can be subjected to changes to counter and accommodate any rising issues during project implementation. BBC will work closely with the contracted firm in the finalisation of the project's timeline. This process might take iterative decisions and BBC board meetings with the contracted firm managers for the final timeline to be ready.
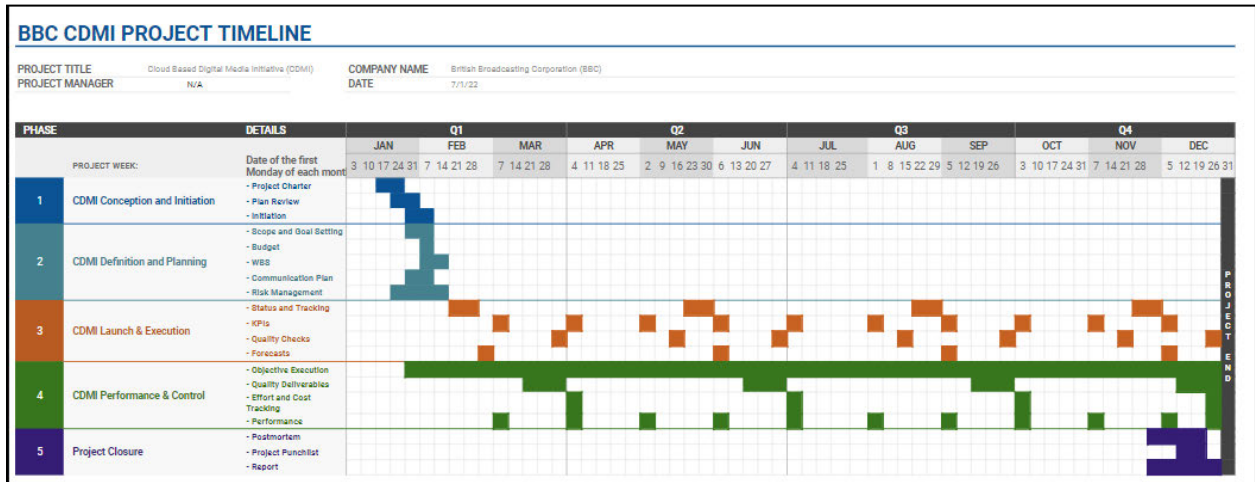
Note: The **GoogleSheets/.xlsx** version of this timeline can be accessed here.

3.5 CDMI Detailed Specification

CDMI Project Specification

Project Title	Cloud-Based Digital Media Initiative	Project Number	(CDMI 2022/02)

Project Description

Outsourcing of the BBC's intended infrastructure update via digitalisation of its system for better data handling, processing, and archiving. This project is intended to be implemented by the contracted firm within a year to help fight challenges arising due to a data intensive operational environment at BBC.

Business Need

Currently, archiving, processing, handling and distribution of data at BBC is carried out in-house, on-site premises. However, with a pandemic introducing the concept of working remotely from home, the need of digitalisation of BBC infrastructure for remote handling of the entire on-site workload from the comfort of home is crucial. Through CDMI, BBC intends to contract out firms to satisfy the following business needs:
- ❖ Deployment of an online digital cloud that offers cost-effective solutions to both time, money and resources utilized.
- ❖ Improve the quality of services that BBC provides to its user
- ❖ Enforcement of a healthy workplace environment for improved performance management

Objectives

Setting up digitalised central controlling and accessing unit (a cloud) from which the BBC staff can access, upload, alter, or process content online anywhere around the world via personal computers or desktops.

Project Scope

The scope of the project is to provide the content creators at BBC a time and resource efficient solution to access, produce, alter, or process the content online from the comfort of their homes.

Goals (Expected Features)

The project goal is to have a hardware, software integrated cloud system that helps staff members at BBC better accomplish their intended, measurable and attainable goals with the content in a relevant and timely fashion. Providing the staff and supervisors clear progress measuring metrics side by side.

Opportunity

BBC foresees an opportunity to improve the handling and processing of content in their data intensive business environment through the implementation of CDMI. Through the CDMI's high quality resources, there is an opportunity to strengthen the firm's HR process to a large extent.

Project Constraints

- ★ Resource Constraints
- ★ Time Constraints
- ★ Scope Constraints

Assumptions

- ★ We assume that there won't be any major changes to the estimation of time and cost estimations for the project completion.
- ★ We assume that the decision of Make/Buy of hardware resources be made timely to avoid overall delays in other deliverables
- ★ We assume active participation of the contracted firms to ensure timely delivery of the project.

Deliverables

- ● **Hardware** Advanced Media Production Tools geared with the latest technology
- ● **Software**
- Online, Remote Cloud System Deployment
- Cloud Computing
- Software Integrations and compatibility with provided media production tools

CDMI Progress Status Summary

Project Start Date	14 January 2022
Project Completion Date	31 December 2022
Potential Estimated Financial Budget	£100,000.00

CDMI Management Plan

Step#1 Project Teams Compilation	Step#2 Project Initiation	Step#3 Implementation, running and testing		Step#4 Closing the Project	Step#5 Realizing Benefits
★Team formations ★Resource allocation ★Project Briefing ★Reporting Body	★Team meetings ★Business Case Study ★Feasibility Check ★Project Charter	★Monitor Project Activities ★Risk Register and Analysis ★Progress Report	★Cost control Metrics ★Reporting Milestones ★Tracking progress ★Reporting Progress	★Testing running project accuracy ★Documenting lessons learned	★Post project review ★KPI Tracking ★Issuance of final report

Resources And Project Risks

Project Risks	Internal Resources	External Resources
● Expected fluctuations in market rates ● Resource planning ● Skill resource risk	● Human resource skills ● Financial covering of project ● Minor use equipments	● IT services outsourcing ● Consultancy services

Project Owner	Date and Sign
BBC	

Note: The **GoogleDocs** version of this sheet can be accessed here.

Annexe 2
Criteria of Evaluating Tenders Received
for Cloud-based Digital Media Initiative

1. Tendering Process

The tendering process for this RFP would be competitive in nature. The competitive tendering process at BBC is aimed at contracting firms for an opportunity of **work on a hire** basis. This tendering process usually involves the following four stages:

BBC's Competitive Tendering Stages

1 Eligibility Check

2 Shortlisting

3 Interviewing

4 Evaluations
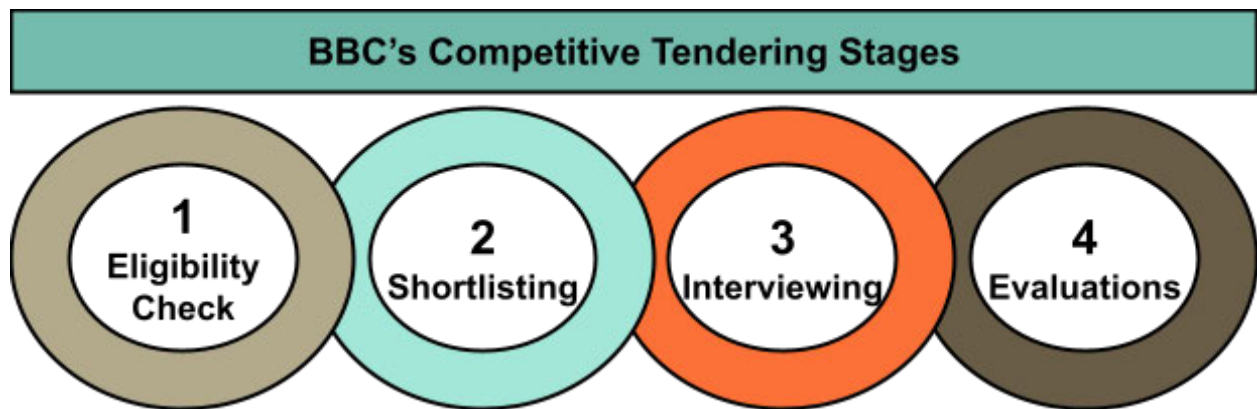
1.1 Stage#1 Checking Eligibility of proposers

● Issuance of **Invitation to Tender** advertisement on BBC's website and **BBC's e-sourcing portal** at https://bbc.bravosolution.co.uk/web/login.html.
● Firms wishing to be considered submit proposals against the advertised Invitation to Tender
● BBC checks the eligibility status of all firms that submitted proposals. **Additional documents** or **further clarifications** for detailed eligibility checks might be requested by BBC from prospective proposing firms.
● Proposers are then notified in detail about the results of the eligibility check. Proposing firms who pass this stage would be eligible to proceed to stage 2 of the tendering process.

1.2 Stage#2 Shortlisting

● Proposing firms who pass the first stage of the tendering process will be provided with further documents containing detailed information about the CDMI project's intended

deliverables, objectives and other relevant information to complete their proposal to the RFP.

- Shortlisted firms on the basis of eligibility pass may contact BBC procurement seeking clarifications about tender requirements and project details.
- Shortlisted firms will have to submit their complete response to the proposal via BBC's e-sourcing portal mentioned above.
- Based on the award criteria disclosed in the detailed RFP documents, BBC will evaluate the proposals of the shortlisted firms; thereby scoring and ranking all received proposals of the shortlisted firms.
- At any stage during the tendering process, BBC requesting additional documents or clarifications from proposing firms is normal and should be expected by proposing firms.

1.3 Stage#3 Interviewing

- Shortlisted firms who proceed with stage 2 of proposal submission, will be interviewed or more appropriately invited to **Pitch Meetings** with BBC for the discussion of their submissions.
- During the pitch meetings, the respective representative of the firm will have to elaborate on the proposal received in his firm's name and might have to provide clarifications in the proposal where requested by BBC.
- Interviewing will help BBC in further shortlisting the number of proposers based on their interview responses. At this stage, BBC will have the authority to either further shortlist the firms by arranging second interviews for further conversations(for example, for negotiating price and terms) with the shortlisted proposers.

1.4 Stage#4 Final Award of Contract and Evaluation

- Once the interviewing session is completed, BBC will analyse and compare the proposing firm's tech and financial proposals with other firms' proposals.
- Based on the award criteria disclosed in the detailed invitation to tender documents, the BBC will then evaluate and award the contract finally to the proposing firm that offers better value and quality within the budget specified by the firms.

Annexe 3
CDMI Procurement and Contract Management

1. Make/Buy Analysis Sheet

CDMI Make or Buy Analysis

PROJECT TITLE	Cloud-Based Digital Media Inititative				COMPANY NAME	British Broadcasting Corporation (BBC)	
PROJECT MANAGER	N/A				DATE	07/01/2022	

Product Name:		Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Forecasted Demand Quantity:								
Make Info.	Direct Material Cost							
	Direct Manpower Cost							
	Machine Depriciation Cost							
	Variable Overhead Cost							
	Relevant Fixed Cost							
	TTL cost (Make)							
Buy Info.	Item Purchase Cost							
	Ordering Cost per Order							
	Order Quantitiy							
	Total Ordering Cost							
	Holding Cost							
	TTL cost (Buy)							
Final Decision (Make/Buy)								
	Per Item Cost (Make)							
	Per Item Cost (Buy)							

Note: The **GooleSheets/.xlsx** version of this calculation sheet can be downloaded here.

2. CDMI Procurement Planning Sheets

CDMI Procurement Tracking

		STATUS KEY	PRIORITY KEY
		On Hold	Low
		Not Yet Started	Medium
		In Progress	High
		Complete	

PROJECT TITLE	Cloud-Based Digital Media Inititative		COMPANY NAME	British Broadcasting Corporation
PROJECT MANAGER	N/A		DATE	07/01/2022

		PROJECT DETAILS					DELIVERABLES		COST/HOURS		
STATUS	PRIORITY	START DATE	END DATE	DURATION (# of days)	TASK NAME	ASSIGNEE	DESCRIPTION	DELIVERABLE	% Complete	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
Project Hardware Part									46%	£1,640.00	55	56
On Hold	High	24/01/2022	25/01/2022	1	Make/Buy Analysis	Project Manager	Deciding to make the product in-house or outsource it	Detailed analysed document stating whether buying products is preferable over in-house building of products and vice versa	100%	£200.00	30	25
Not Yet Started	Medium	19/01/2022	27/01/2022	8	Market Conditions	Project Manager	Checking for market operation conditions	Market Trend Report	50%	£600.00	11	10
In Progress	Medium	25/01/2022	26/01/2022	1	Forecasting Costs	Project Manager	Getting ready with the make/buy decision	Report of Expected costs that'd be incurred	22%	£800.00	12	18
Complete	Medium	26/01/2022	27/01/2022	1	Project Constraints	Project Manager	Analysing the limitations of the project	Project limitations Report on buying/making of products	11%	£40.00	2	3
Project Software Part									3%	£690.00	33	32
On Hold	High	09/09/2018	10/09/2018	1	Online Cloud Deployment	Project Manager	Getting the team together to work on software part of the project	Central Controlling point - Cloud	11%	£400.00	20	20
Not Yet Started	Low	10/09/2018	14/09/2018	4	Cloud Computing	Project Manager	Assigning roles to teams	Computer services delivery via cloud	0%	£200.00	6	5
In Progress	Medium	11/09/2018	20/09/2018	9	Progress Tracking	Project Manager	Checking for team progress towards allocated deliverables	Project Completion Status Report	0%	£50.00	5	5

Note: The **GooleSheets/.xlsx** version of this sheet can be accessed here.

3. Standard Project Directory

BBC requires the contracted firm and the CDMI assigned project managers to keep a standard project directory record for CDMI Contract Management. As per the defined standard project directory by BBC, here's how the filing system should look like for the CDMI project.
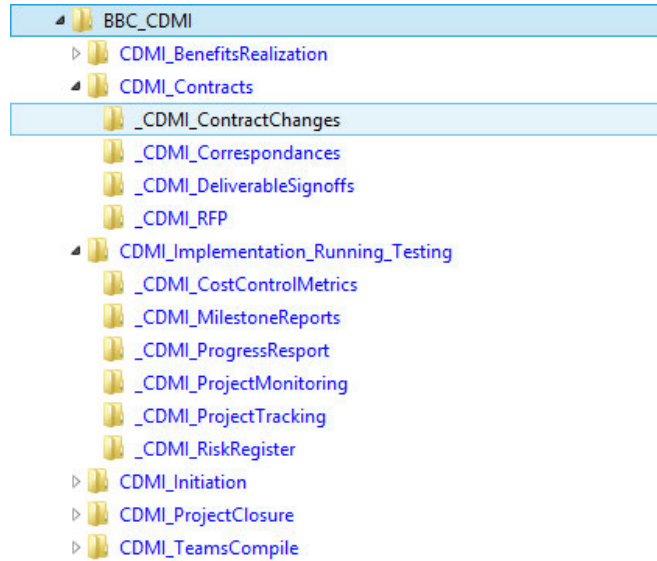

Figure: CDMI Standard Project Directory

Note that these filing directories have been compiled with reference to the figure of CDMI Management Plan discussed in Section 3.2 of this report. Also the responsible project management team will also be required to keep the maintained hardcopy version of the project management as a binder which might be requested for project progress tracking or other purposes by BBC board members any time. **No excuses for failure in providing the necessary documents within the hardcopy binder shall be accepted.**

4. Procurement Staff

CDMI Procurement related activities will be handled by following designatory role staff at BBC.

Sr #	Designatory Roll	Responsibility	Personnel In Charge
1	Procurement Planner	Planning the services and products to be brought	
2	Solicitation Planner	Maintain documentation for the support of solicitation works from sellers	
3	Solicitation Source Selector	Acquiring receipt documents and necessary information for solicitation documentations from sellers	
4	Contract Administrator	Managing the entire contracting process keeping project management and prospective contracted firms well informed about the on-going activities related to contract updates, and amendments	
5	Contract Closeout In Charge	Cross checking the fulfillment of contract requirements prior to closing out	

Annexe 4
RFP Timeline

BBC shall follow the below timeline for the CDMI project's RFP. Any changes occurring in this schedule would be duly updated on BBC's website as well as the e-sourcing portal of BBC.

#	Event	Party Responsible for Action	Tentative Date (and time, GMT)
1	RFP Issuance	BBC	20 December 2021
2	Due date to request clarifications about RFP via email	Proposing Firm	7 January 2022
3	Due date to respond to clarification requests about RFP (Pre-bid meeting)	BBC	10 January 2022
4	Due date for receiving proposal offers	Proposing Firm	12 February 2022
5	Tech proposal opening	BBC	14 February 2022 @11:00 hours
6	Financial proposal opening	BBC	16 February 2022 @16:00 hours
7	Evaluations and Award of contract	BBC	21 February 2022

*GMT: Greenwich Mean Time

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