Request for proposal for the renewal of OIST's ERP system and related applications

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Introduction

- The Okinawa Institute of Science and Technology (hereinafter referred to as "OIST") is committed to enhancing its operational efficiency and data management capabilities. To achieve this, we are embarking on an SAP implementation project that aims to integrate various business processes and improve overall organizational performance.

- The primary purpose of this SAP implementation is to replace an aging SAP solution and to streamline our administrative functions, enhance data accuracy, and provide real-time insights into our operations.

- By transforming its SAP landscape, OIST aims to:
  - Improve Efficiency: Automate routine tasks and reduce manual intervention.
  - Enhance Data Management: Centralize data management for better accessibility and reporting.
  - Facilitate Decision-Making: Provide real-time analytics and reporting tools to support informed decision-making.

- Foster a culture of adaptability and continuous improvement among staff to embrace the new system.

- Implementing SAP at OIST is a strategic initiative that will not only enhance our operational capabilities but also position us as a leader in research and education. By leveraging advanced technology, we aim to support our mission of advancing scientific knowledge and innovation.

- The purpose of this RFP is to select an implementation partner at the best possible price for the implementation of an SAP-based solution.

Information on OIST

The Okinawa Institute of Science and Technology Graduate University (hereinafter referred to as "OIST") is established in accordance with the Okinawa Institute of Science and Technology Academy Act (Act No. 76 of 2009).

The purpose of the University is to contribute to the promotion and self-reliant development of Okinawa and the advancement of science and technology in the world by conducting internationally outstanding education and research in the field of science and technology,

The University is a graduate university established in November 2011 to contribute to the promotion and self-reliance of Okinawa and the development of science and technology around the world by conducting educational research on science and technology of the highest quality.

Under the five basic principles of "world-class standards," "flexibility," "internationality," "global collaboration," and "industry-university cooperation," more than half of the faculty and students are from overseas, and the university is a leading-edge interdisciplinary institution and programs in cutting-edge interdisciplinary fields, with more than half of the faculty and students coming from abroad. The university opened in September 2012 (the first group of students was accepted).

Number of faculty members and employees (as of July 1st, 2025)

Faculty members (exclude adjunct and transitional professor): 99

Employees (exclude temporary staff): 946

Students (exclude visiting students): 317

More details are available at https://www.oist.jp/ja/about

Acknowledgement

- This document shall not be construed as permission to perform work at the expense of OIST.
- The evaluation of and response to your proposal, and any other work you propose to OIST, shall be at your own discretion and expense.
- This document (including the attached Exhibits) does not constitute a commitment to purchase your products or to order work for the use of your services.
- OIST reserves the right to reject any or all proposals or to change the scope of any proposal at its sole discretion, with or without cause.
- Omission of information, evasion of response, alteration, addition or fraud of any kind may constitute sufficient grounds for rejection of a proposal without further consideration.
- OIST will use your company's proposal as the basis for a selection of ERPs and functions to be linked to ERPs. It may also be selected by OIST for further consideration for award of a contract. However, even if negotiations are initiated, OIST is not obligated to enter into a contract with your company.
- OIST may reject proposals from all service providers without consideration of price or other factors, or may accept proposals

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Project Overview

- The project will focus on replacing the aging ECC 6.0 system with a more modern solution based on S/4HANA, SuccessFactors and Concur

- The big bang approach will be used where all the systems will go live at the same time even though the implementation period for each solution (S/4H, SF and Concur) can be different.

- The scope of this RFP covers every project phase: Preparation, design, build, test, cutover and hyper-care

- Vendors responding to this RFP will estimate the project duration based on their own experience in implementing such a solution in the higher education industry
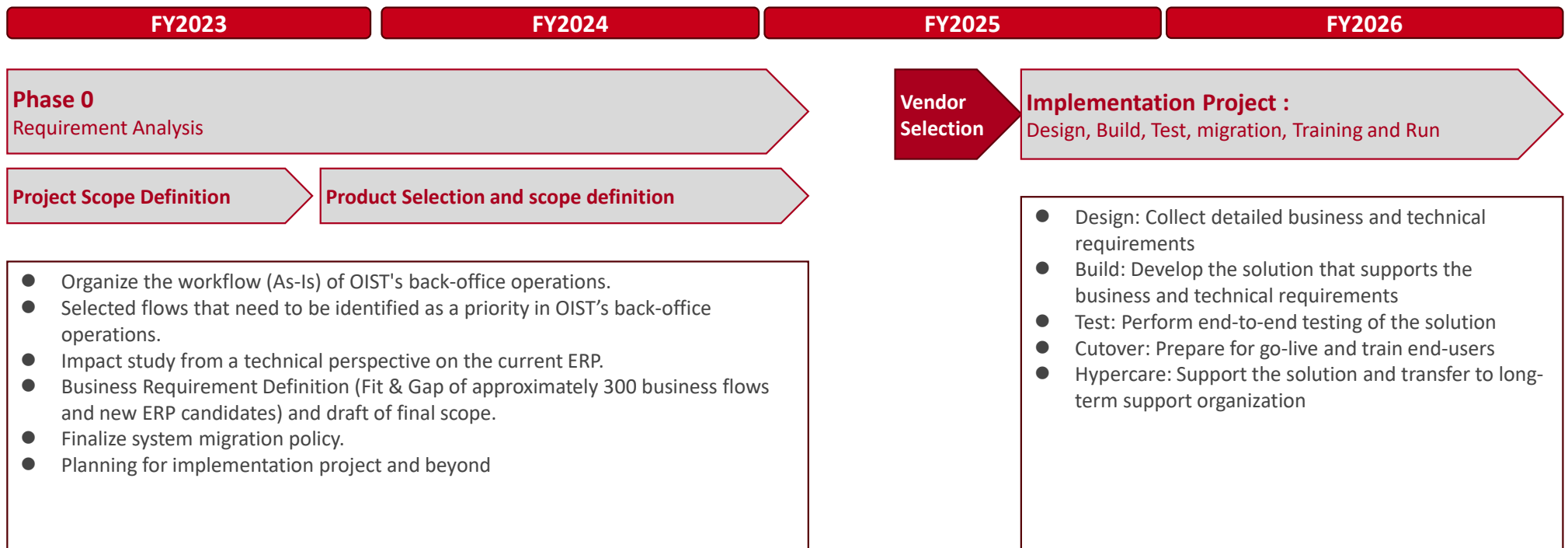
Background and Basic Policy

- **This request is issued against the following background related to ERPs operated by OIST.**
  1. OIST implemented an SAP ECC 6.0 solution in 2015. This solution is still in use today but has not updated since the initial go-live.
  2. The maintenance deadline for that ERP package is approaching the end of 2027. Although OIST will upgrade Kernel of ECC to the latest during 2025, there is intention to keep the current ECC system beyond that date

- **In renewing the ERP solution, the following basic policies will be promoted.**
  1. The finance, procurement and human resources workstreams will the main target of this transformation project.
  2. OIST has selected to SAP with RISE, as their infrastructure option.
  3. Based on the Fit to Standard principle, implementation involving program modifications to existing packages will not be the first choice. OIST would like to eliminate additional development to the package by combining configuration changes allowed by the package with changes to OIST's business processes and business rules as necessary following a no-code or low-code approach.
  4. In many cases, the linkage and integration between the ERP and other applications is performed manually. This manual work will need to be eliminated to ensure high efficiency.
  5. OIST wants to ensure the flexibility, ease of maintenance and compliance with government regulation in the new system. (OIST would like to expand the scope of configuration / maintenance and operation by OIST staff over the current ERP system.)

Transformation Project Timeline

The following master schedule aims at introducing the new solution by the end of FY2026.

FY2023	FY2024	FY2025	FY2026

Phase 0
Requirement Analysis

Vendor Selection

Implementation Project :
Design, Build, Test, migration, Training and Run

Project Scope Definition   **Product Selection and scope definition**

- Organize the workflow (As-Is) of OIST's back-office operations.
- Selected flows that need to be identified as a priority in OIST's back-office operations.
- Impact study from a technical perspective on the current ERP.
- Business Requirement Definition (Fit & Gap of approximately 300 business flows and new ERP candidates) and draft of final scope.
- Finalize system migration policy.
- Planning for implementation project and beyond

- Design: Collect detailed business and technical requirements
- Build: Develop the solution that supports the business and technical requirements
- Test: Perform end-to-end testing of the solution
- Cutover: Prepare for go-live and train end-users
- Hypercare: Support the solution and transfer to long-term support organization

High-Level Project Timeline

Estimated start date
Oct/Nov, 2025

Estimated Closure date
March, 2027

Implementation

| Vendor selection | Prepare | Design | Build | Test | Cutover | Hypercare | Long-term support (AMS) |

System of record

ECC 6.0 System
[Maintenance and Operation]

S/4HANA System
[Maintenance and Operation]
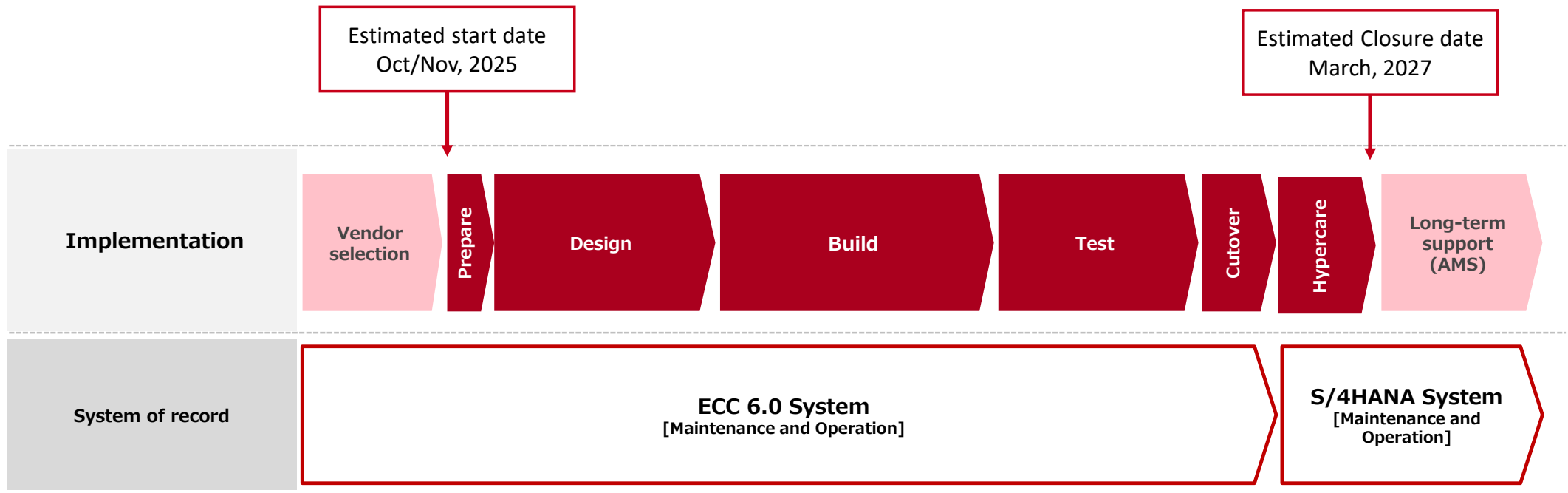
Your company is responsible for recommending the proper implementation timeline given the scope of the project

Team Structure Suggestion

Steering committee

SI/Vendor Representative

SAP Representative

Project management

Integration Manager

QA

Project support team
- PMO
- Solution architect
- Data migration
- Testing
- Cutover
- Hypercare

Functional team
- Finance
- Procurement
- AP
- Human resources
- Travel and expenses

Technical team
- Basis/Infrastructure
- Infrastructure
- Security
- Development

Change management team
- Change analysis
- Training
- Engagement & Communication

Your company is responsible for recommending the proper team structure given the scope of the project

Team

- Vendor responding to this RFP will recommend the appropriate team structure including OIST with expected roles and responsibilities that will allow OIST to implement the chosen solution on time, on budget and with the least amount of risk

- The recommended team members will be proficient in the role they will be responsible for during the implementation project

- Since the project will be conducted in both Japanese and English, proficiency in both languages will need to be demonstrated

- English being the common language used at OIST, most deliverables will be written in English. Written proficiency will need to be demonstrated by the resources assigned to the project

Functional Team Activities

- Develop detailed design process flows
- Configure system
- Write functional specifications / Configuration documents
- Execute and document unit testing results
- Develop integration testing test cases with the business
- Execute and document integration testing
- Develop user acceptance testing test cases with the business
- Develop training materials
- Train the super users and end-users
- Execute functional cutover activities
- Support solution during hypercare and transfer support to the AMS organization
- Support and ensure quality gates passed

Your company is responsible for recommending the proper team activities and documentation templates.

Development Team Activities

- Write technical specifications

- Code and document programs while following quality assurance guidelines

- Perform and document unit testing results

- Support integration testing

- Support cutover activities

- Support hyper-care

- Support and ensure quality gates passed

Your company is responsible for recommending the proper team activities and documentation templates.
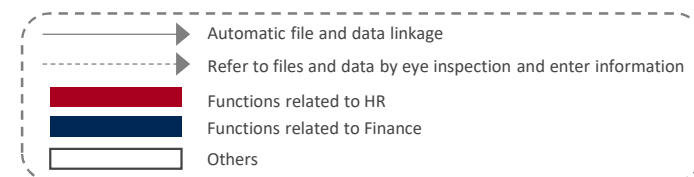
Basis/Infrastructure Team Activities

- Overall system design
- Non-functional requirements design and management
- User administration management
- Security management
- System upgrades and patches management
- Backup and recovery management
- Integration management
- System operation
- System installation and configuration
- Transport management
- Job management
- System monitoring and performance tuning
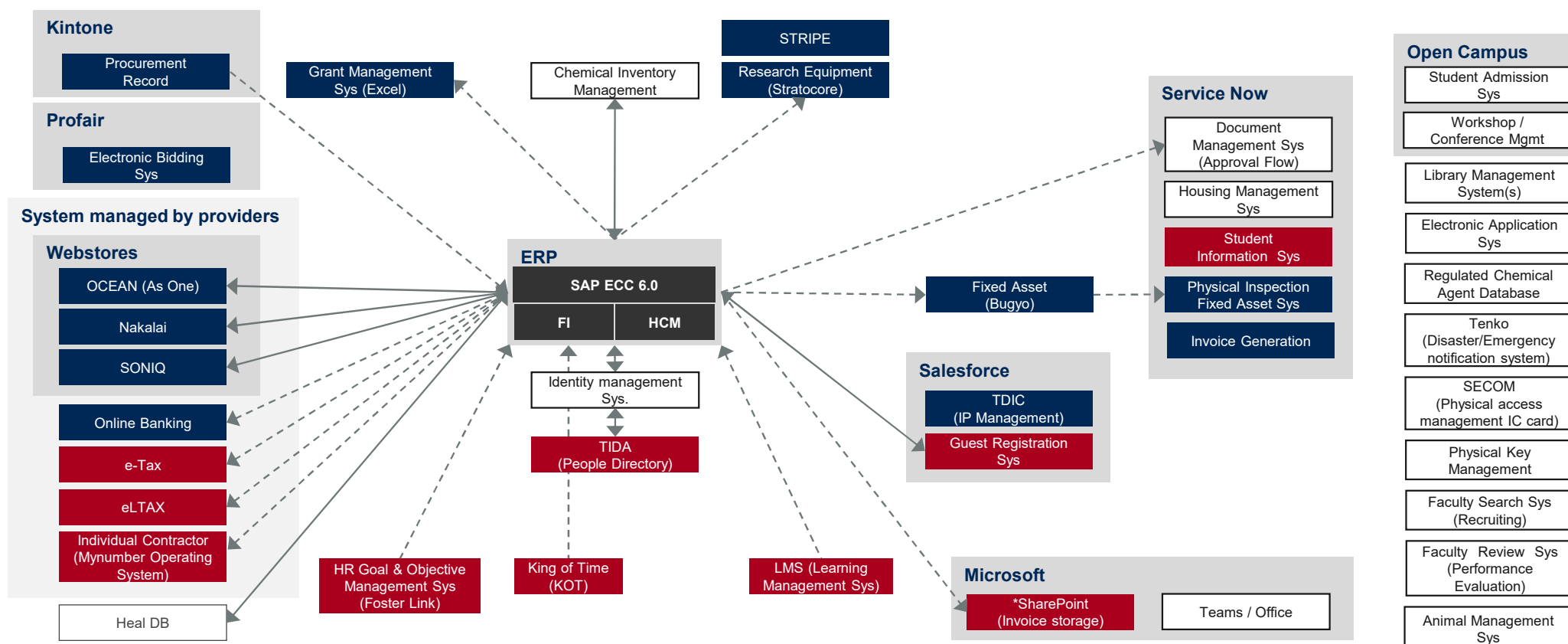- Troubleshooting and support
- Operational preparation after go-live

Your company is responsible for recommending the proper team activities and documentation templates.

System Scope (as-is)

Legend:
- → Automatic file and data linkage
- ⇢ Refer to files and data by eye inspection and enter information
- (red) Functions related to HR
- (blue) Functions related to Finance
- (white) Others

The system landscape currently in place at OIST can be described as follows:

Kintone
- Procurement Record

Profair
- Electronic Bidding Sys

System managed by providers

Webstores
- OCEAN (As One)
- Nakalai
- SONIQ

- Online Banking
- e-Tax
- eLTAX
- Individual Contractor (Mynumber Operating System)
- Heal DB

- Grant Management Sys (Excel)
- Chemical Inventory Management
- STRIPE
- Research Equipment (Stratocore)

ERP
- SAP ECC 6.0
- FI | HCM

- Identity management Sys.
- TIDA (People Directory)

- HR Goal & Objective Management Sys (Foster Link)
- King of Time (KOT)
- LMS (Learning Management Sys)

Service Now
- Document Management Sys (Approval Flow)
- Housing Management Sys
- Student Information Sys
- Physical Inspection Fixed Asset Sys
- Invoice Generation

- Fixed Asset (Bugyo)

Salesforce
- TDIC (IP Management)
- Guest Registration Sys

Microsoft
- *SharePoint (Invoice storage)
- Teams / Office

Open Campus
- Student Admission Sys
- Workshop / Conference Mgmt
- Library Management System(s)
- Electronic Application Sys
- Regulated Chemical Agent Database
- Tenko (Disaster/Emergency notification system)
- SECOM (Physical access management IC card)
- Physical Key Management
- Faculty Search Sys (Recruiting)
- Faculty Review Sys (Performance Evaluation)
- Animal Management Sys

*For a brief description of each system, please refer to the "OIST System List" attached to this document.

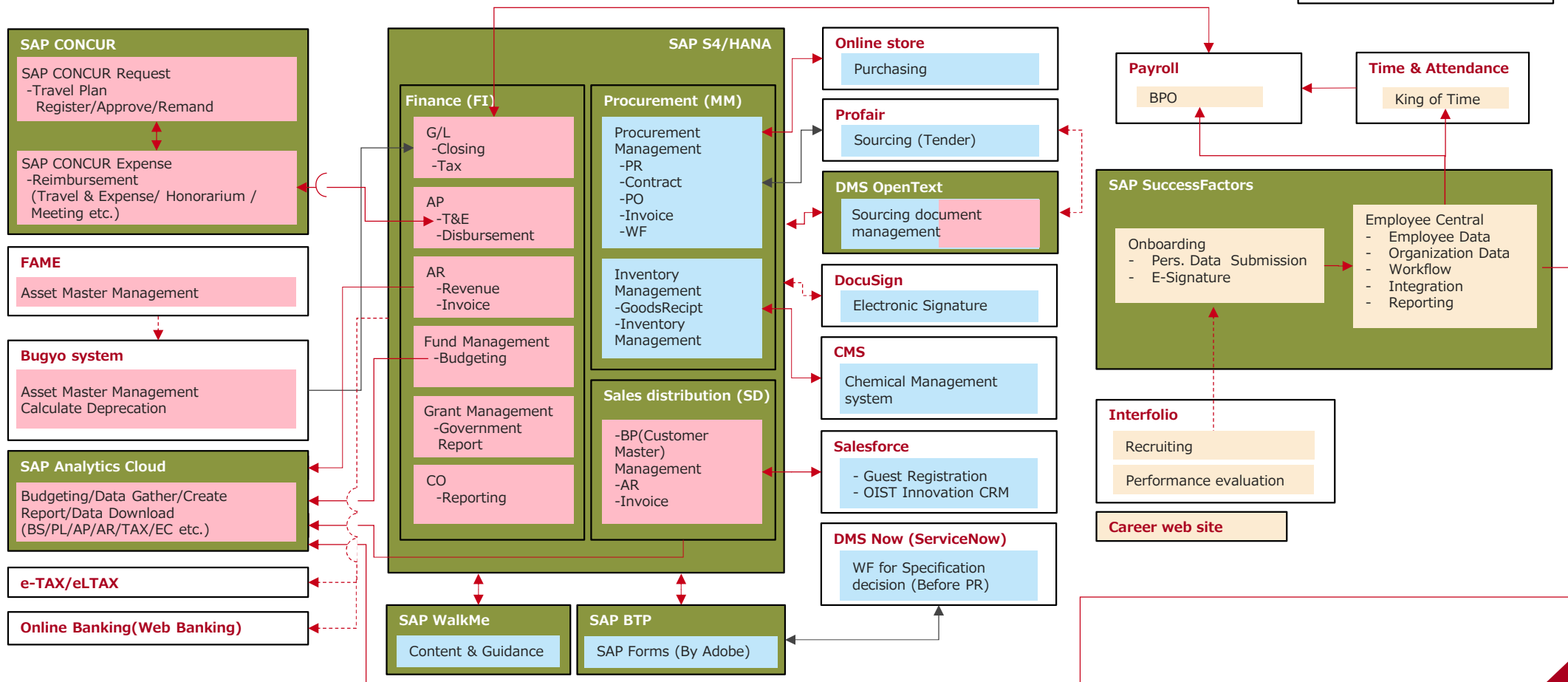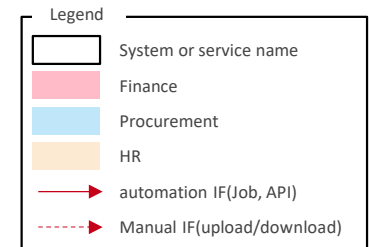*Reference: OIST is storing invoices in SharePoint, However, it is necessary to comply with the revised Electronic Bookkeeping Act.

System Scope (to-be)

Only the systems highlighted in green will be implemented by your company.
All other systems either already exist or will be implemented by other vendors. Your company will be responsible for working with the other vendors on interfacing their applications to the core solution (S/4HANA, SF and Concur)

Legend

- System or service name
- Finance
- Procurement
- HR
- automation IF(Job, API)
- Manual IF(upload/download)

SAP CONCUR
- SAP CONCUR Request
  - Travel Plan
    Register/Approve/Remand
- SAP CONCUR Expense
  - Reimbursement
    (Travel & Expense/ Honorarium /
    Meeting etc.)

FAME
- Asset Master Management

Bugyo system
- Asset Master Management
  Calculate Deprecation

SAP Analytics Cloud
- Budgeting/Data Gather/Create
  Report/Data Download
  (BS/PL/AP/AR/TAX/EC etc.)

e-TAX/eLTAX

Online Banking(Web Banking)

SAP S4/HANA

Finance (FI)
- G/L
  - Closing
  - Tax
- AP
  - T&E
  - Disbursement
- AR
  - Revenue
  - Invoice
- Fund Management
  - Budgeting
- Grant Management
  - Government
    Report
- CO
  - Reporting

Procurement (MM)
- Procurement Management
  - PR
  - Contract
  - PO
  - Invoice
  - WF
- Inventory Management
  - GoodsRecipt
  - Inventory Management

Sales distribution (SD)
- BP(Customer Master) Management
- AR
- Invoice

SAP WalkMe
- Content & Guidance

SAP BTP
- SAP Forms (By Adobe)

Online store
- Purchasing

Profair
- Sourcing (Tender)

DMS OpenText
- Sourcing document management

DocuSign
- Electronic Signature

CMS
- Chemical Management system

Salesforce
- Guest Registration
- OIST Innovation CRM

DMS Now (ServiceNow)
- WF for Specification decision (Before PR)

Payroll
- BPO

Time & Attendance
- King of Time

SAP SuccessFactors
- Onboarding
  - Pers. Data Submission
  - E-Signature
- Employee Central
  - Employee Data
  - Organization Data
  - Workflow
  - Integration
  - Reporting

Interfolio
- Recruiting
- Performance evaluation

Career web site

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Functional Scope

The following modules are expected to be implemented during the project to support OIST business processes:

S/4HANA (RISE with SAP)	SUCCESSFACTORS	CONCUR

1. Financial accounting
   a. General ledger
   b. Accounts payable
   c. Accounts receivable
   d. Banks
2. Controlling
   a. Cost element accounting
   b. Cost Center accounting
3. Grant Management
4. Fund management
5. Materials management
   a. Purchasing
   b. Inventory management
6. Sales and distribution
   a. Sales
   b. Billing
	1. Employee central
	2. Onboarding
	
	(*) Payroll will be outsourced to a BPO vendor. Your company should consider to interface BPO payroll system only. BPO vendor selection process in progress now by OIST.
		1. Travel
		2. Expense

Data Migration

The final scope for data migration will be confirmed during the design phase. However, at this stage, we anticipate that the following object will require migration:

Master data
1. GL account masters
2. Vendor masters
3. Material masters (limited)
4. Fund centers
5. Fund center hierarchy
6. Cost elements
7. Cost element groups
8. Cost centers
9. Cost center groups
10. Activity types
11. Activity type groups
12. Statistical key figures
13. Concur data
14. Employee Master data
15. HR organizational structure
16. Payroll data
17. Recruitment data
18. Benefits data

Transactions
1. Open purchase requisitions
2. Open purchase orders
3. GL account balances

Data Migration

Four rounds of mock data migration load will be performed before executing the final production load during the cutover phase.

Project Implementation	Design	Build	Test	Cutover
Mock and production loads		Mock 1	Mock 2	Mock 3	Mock 4	PRD load
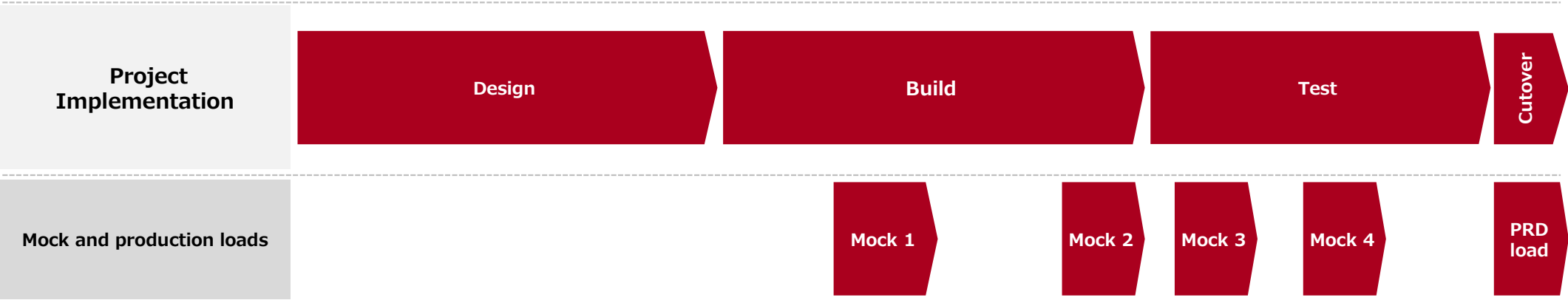
- Mock 1 will support unit testing and will be executed in the development environment
- Mock 2 will support SIT1 and will be executed in the Quality Assurance environment
- Mock 3 will support SIT2 and will be executed in the Quality Assurance environment
- Mock 4 will support UAT and will be executed in the Quality Assurance environment

Your company is responsible for recommending the proper data migration approach.

Testing

Four distinct testing phases will take place during the project:

1. Unit testing in the DEV environment
2. System Integration Test 1 (SIT1) in the QAS environment
3. System Integration Test 2 (SIT2) in the QAS environment
4. User Acceptance Test (UAT) in the QAS environment

Your company is responsible for recommending the proper testing approach.

Development – WRICEF Scope

	Low	Medium	High	TOTAL
Report	84	2	2	88 [1]
Interface	44	18	2	64 [2]
Conversion	5	13	3	21 [3]
Enhancement	2	3	1	6 [4]
Form	1	2	1	4 [5]
Workflow	3	4	3	10 [4]
TOTAL	139	42	12	193

Notes:

[1] Of the total number of reports, 37 low complexity reports relate to payroll and must be estimated differently depending on the SF EC Payroll or BPO options

[1] Of the total number of reports, 19 are assumed to be developed in SAC

[2] Of the total number of interfaces, 31 already exist today and can be adjusted to meet S/4 specifications. The others will be new interfaces

[2] Of the total number of interfaces, 14 relate to the payroll BPO and can be discarded in the case SuccessFactors EC Payroll is implemented (9 low, 3 medium and 2 high complexity)

[2] The list of interfaces related to the base solution (S/4HANA, SuccessFactors and Concur) is provided in appendix

[3] For S/4HANA, conversion objects will be written in LSMW or LTMC or ABAP. No other data migration tools like BODS is expected to be used during the project

[3] For SuccessFactors and Concur, standard import mechanisms will be used

[4] Estimation

[5] Assumption: 1 PO, 1 contract, 2 labels

Solution Infrastructure

OIST will implement RISE with SAP with a 3-system landscape (development, quality and production)

List of systems that the core solution (S/4HANA, SuccessFactors and Concur) will need to be interfaced to and from is provided in the appendix

List of reports that will need to be developed in the core solution is provided in the appendix

Both the interface and the report lists assume that SF EC Payroll is used. To estimate the development effort for the BPO option, the counts must be reduced (see previous page for more details)

Quality Gates

OIST will follow a quality gate procedure to ensure that the deliverables related to a phase are complete and that the team is ready to initiate the next phase. The following gates are expected to take place during the implementation project.

Q1   End of design phase and start of build phase quality gate. Focuses on design phase deliverables and development system readiness

Q2   End of built phase and start of testing phase quality gate. Focuses on build phase deliverables, unit testing, as well as mock 1 and mock 2 execution. Quality environment readiness

Q3   End of SIT1 phase and start of SIT2 phase quality gate. Focuses on SIT1 test results and defects as well as mock 3 execution

Q4   End of SIT2 phase and start of UAT phase quality gate. Focuses on SIT2 completion (including defect resolution) as well as mock 4 execution

Q5   End of UAT phase and start of the cutover phase quality gate. Focuses on UAT completion (including defect resolution), final data validation and cutover plan and readiness

Q6   Go-live quality gate. Focuses on solution, data and user readiness

Q7   Hypercare closing quality gate. Focuses on hypercare defect resolution and transfer to long-term support

Change Management

Change management will be an integral part of the implementation project. The change management team must be fully integrated with the functional and technical teams to streamline communication and user readiness

1. Change Strategy & Planning
   - Develop and execute a detailed Change Management Plan based on change strategy developed during phase 0.
   - Conduct a detailed Change Impact Assessment based on high level Change Impact Assessment done during phase 0
   - Implement Business Readiness Tracking based on Business Readiness Tracker developed during phase 0

2. Stakeholder Engagement & Communication
   - Design and implement Experience Maps
   - Activate and manage a Change Network based on Change Network approach developed during phase 0.
   - Develop and execute a detailed Communication Plan

3. Learning and Training Enablement
   - Perform Job Role Mapping
   - Design a Learning Curriculum
   - Manage Train-the-Trainer programs
   - Administer End-User Training
   - Measure Learning Effectiveness and End-User Readiness
   - Manage Knowledge Transfer (KT) to the company post go-live

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Table of Contents Structure and Contents (1/3)

● **Your response to this document (your proposal) should be organized into the following chapters, with the appropriate information for each.**

Chapter	Content
1. **SAP Experience in higher education and research institutions**	Your company's experience in designing and implementing SAP's financial accounting, procurement and human resources functions in higher education and research institutions, using RISE with SAP.
2. **Project management methodology and tools**	An overview of your project management methodology and tools that will be used in project • Major tasks, milestones and deliverables by Phase
3. **Change Management**	Describe your approach for change management including training (methods, communication plan, working style, deliverables etc.)
4. **Implementation team and Resource plan**	Project's organizational chart including your company and OIST members. • OIST prefer not to work with subcontractor. If you will be using subcontractors, please indicate this in your organizational chart. • Indicate the roles and responsibilities of all members to be included in the organization chart. • Please provide a brief CV and work experience in English for the individuals you have identified for this project. • Please provide your team's resource model (on-site/remote) and staffing plan. • Please provide the RACI model of your company and OIST by major activities in each phase
5. **Implementation timeline**	Proposed timeline for your company to complete the content to be addressed in the project. Please provide a weekly master schedule. • Plan by solution (S/4H, SF and Concur, SAC) • Payroll will be outsourced to a BPO vendor. You should consider the BPO payroll system integration in the whole project plan. (Assumed that BPO contract by Sep, BPO implementation will take around 10 months to start the payroll service)

Table of Contents Structure and Contents (2/3)

- **Your response to this document (your proposal) should be organized into the following chapters, with the appropriate information for each.**

Chapter	Content
6. Implementation approach	Please propose your plan how to proceed the implementation including below items and provide any risks and assumptions. • Requirement definition : Your proposal to collect detailed business requirements during the design phase. • Fit To Standard : How will you approach the business process standardization and harmonization under the major principle of Fit To Standard?. • Data Migration : How to proceed with system migration and data migration in a Big Bang style system renewal • Integration : How to proceed the integration between the solutions on the To-Be system scope (p.17)? You can propose phased approach considering the priority of the integration. • Cut-over : How will you proceed the Cut-over activities? • Hyper-care support : Would you suggest the plan how to proceed the Hyper-care support?
7. Project Management	Please propose how you will manage the project, how you will share progress, and your company's expected deliverables in the project, and how you will ensure their quality.

Table of Contents Structure and Contents (3/3)

● **Your response to this document (your proposal) should be organized into the following chapters, with the appropriate information for each.**

Chapter	Content
8. Cost estimation	Provide a detailed estimate for the project support and a detailed or rough estimate for the project and operation and maintenance, based on the information provided in this document. (Please refer to the "Estimate Assumptions" section of this document for the information to be provided and the assumptions for the estimate.) The costs should be broken down through the following categories: Project management, Cross-solution team (solution architect, test lead, data migration lead, etc.), Change management, Functional team, Development team, Basis and infrastructure team. The costs should be summarized in the attached cost estimation sheet spreadsheet.
9. Assumptions, Risks and Key asks	• Please share your thoughts on the key assumptions, risks and mitigation plans, key asks to OIST related to the project scope and implementation approach you propose. • Please indicate any special remarks, considerations or restrictions related to a contractual agreement between your company and OIST.

Proposal Requirements

- **Format:**
  - ✓ The main body of the proposal should be prepared in PDF format. In addition, a summary of the proposal each chapter should be submitted with the main body of the proposal.
  - ✓ PowerPoint presentation should be provided and used for vendor's oral presentation.
  - ✓ If you wish to attach a supplemental narrative to the main body of the proposal, the format of such a supplemental narrative is optional. If you wish to attach a supplement to the main body of the proposal, it may be in any format you wish, but you must clearly indicate which section of the main body of the proposal it is a supplement to.
  - ✓ Proposals and supporting materials should be prepared in English only (Japanese is only used for unofficial information).
  - ✓ The contents of the proposal and the order of information should follow the chapter arrangement and structure indicated in "Table of Contents Structure and Contents" above.

- **Submission Requirements:**
  - ✓ The full proposal and any supporting documents should be submitted as email attachments.

- **Proposal ownership:**
  - ✓ By submitting a Proposal, you grant OIST permission to reproduce, in whole or in part, of your Proposal for OIST's use solely inside OIST organization.

Estimate Assumptions

Provide the Implementation Cost in accordance with the attached "Cost Estimation Sheet", including the Long-term Support Cost.

1. Implementation Cost
For each team, provide detailed costs and man-hours for "Preparation" "Design" "Build" "Test" "Cutover" and "Hypercare."

2. Long-term Support Cost
Provide a rough estimate of the operation and maintenance cost and man-hours after the Hypercare phase if you are interested in AMS support.

*Note: For the selection process only the Implementation cost will be considered for competition.

Support structure and project management methodology

- Although native speakers of Japanese work at OIST, the official language is English, and there are many non-native speakers of Japanese. In providing support to the University, we request that personnel who can communicate in English be placed at the core of project management.

- In supporting the implementation project, we require that the core roles of the business be handled by your regular employees. We do not allow your subcontractors to take on the core roles and associated responsibilities on your behalf.

- Due to the nature of the project, it is expected that there will be many situations requiring on-site work and communication; please provide a proposed structure for the project, along with a communication plan for how often on-site work will be required and how the touch points will be managed.

- Indicate how you will manage the project, how you will share progress, and your company's expected deliverables in the project, and how you will ensure their quality.

Outline of Questions and Answers

- **Purpose:**
  - ✓ Confirm any uncertainties regarding the contents of the proposal or its supporting material. There will be opportunity for the participating vendor to submit questions using "QA Record Sheet" until August 25. Additionally, if OIST requires further information after your submission and oral presentation another Q&A session will be requested. This will help OIST to judge your proposal and/or oral presentation material.

- **Implementation requirements:**
  - ✓ A question-and-answer session for up to one hour on the previously submitted proposal and its supporting materials.
  - ✓ If OIST has sent questions to your company in advance of this Q&A session, the answers should be included in the Q&A session.
  - ✓ The following matters will be decided after consultation between OIST and the participant:
    - Date and time of the question-and-answer session
    - How to Conduct the question-and-answer session (OIST Meeting Room/Zoom)

- **Additional sessions:**
  - ✓ After this question-and-answer session, OIST may request an additional question and answer session or an opportunity to explain the contents of the proposal. In this case, coordination should be made with the "OIST Contact" (see slide 37) for implementation.
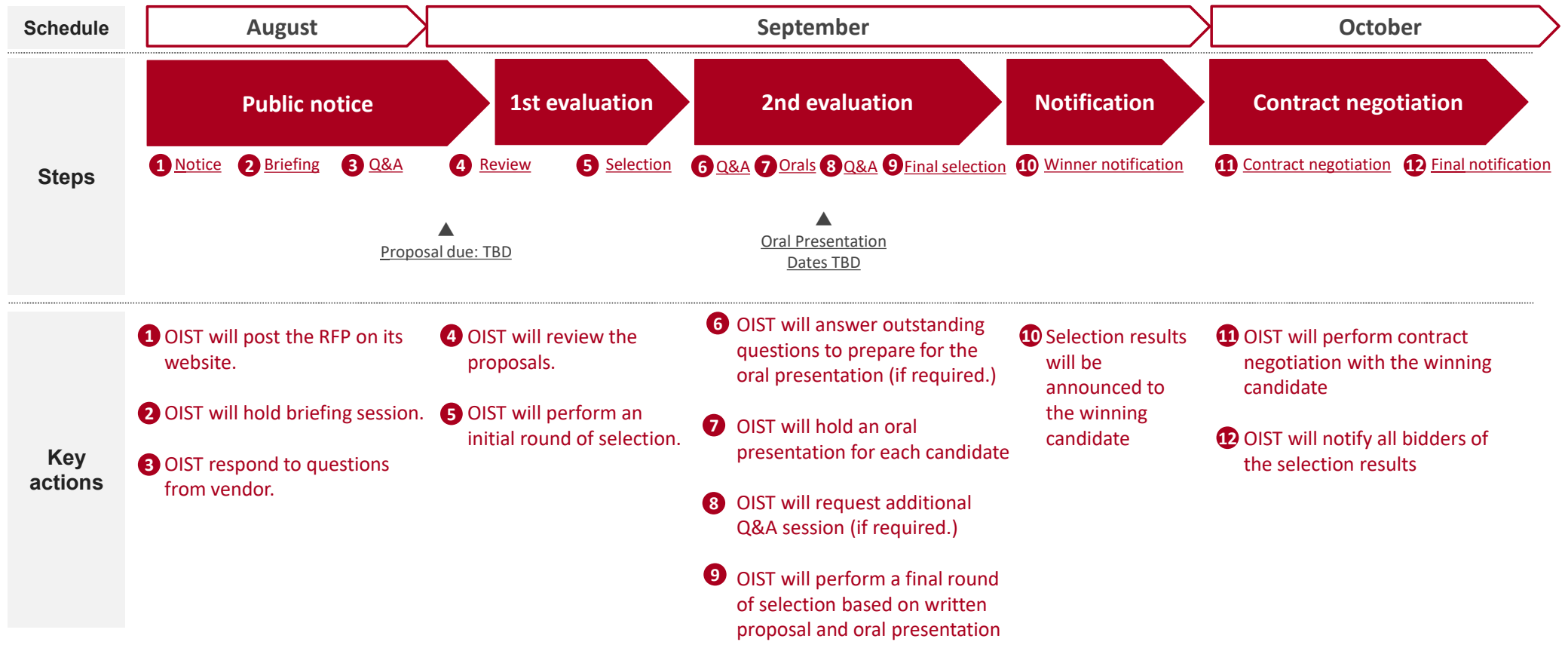
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Vendor Selection Process After RFP Release

▲ ： Vendor's action

Schedule	August	September	October

Steps

Public notice → 1st evaluation → 2nd evaluation → Notification → Contract negotiation

1 Notice 2 Briefing 3 Q&A   4 Review   5 Selection   6 Q&A 7 Orals 8 Q&A 9 Final selection   10 Winner notification   11 Contract negotiation   12 Final notification

▲
Proposal due: TBD

▲
Oral Presentation
Dates TBD

Key actions

1 OIST will post the RFP on its website.

2 OIST will hold briefing session.

3 OIST respond to questions from vendor.

4 OIST will review the proposals.

5 OIST will perform an initial round of selection.

6 OIST will answer outstanding questions to prepare for the oral presentation (if required.)

7 OIST will hold an oral presentation for each candidate

8 OIST will request additional Q&A session (if required.)

9 OIST will perform a final round of selection based on written proposal and oral presentation

10 Selection results will be announced to the winning candidate

11 OIST will perform contract negotiation with the winning candidate

12 OIST will notify all bidders of the selection results

Oral Presentation

- **Timing**
  - ✓ During the mid of September 2025
- **Attendees and Venue**
  - ✓ Orals will be held at OIST facility
  - ✓ Executives and managers must attend
  - ✓ Vendors will bring key project individuals (PM, solution architect, etc.)
- **Presentation**
  - ✓ Materials must be in English
  - ✓ Presentations are preferred to be in English

OIST Contacts

- **Any questions regarding this document should be addressed to the following contact person using the attached QA record sheet.**

Division for Financial Management, Procurement and Supplies Section
Tender and Contract team

tender@oist.jp

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List of Appendix

- **In order to supplement the contents of this document, and upon execution of non-disclosure agreement with your company, the following is attached to this document.**
    - ✓ Proposal Checksheet
    - ✓ Cost Estimation Sheet
    - ✓ OIST System List (as-is)
    - ✓ Business Process List (as-is)
    - ✓ List of Add-on Programs in current ERP
    - ✓ ToBe System IF List
    - ✓ ToBe Report List
    - ✓ Concept of Operations: Finance (7 files), Procurement (4 files), Human Resources (15 files)
    - ✓ Infrastructure documents (5 files)
    - ✓ Change Strategy
    - ✓ Mining Assessment (2 files)
- **In addition, the following is attached to this document to facilitate questions and answers related to the RFP.**
    - ✓ QA Record Sheet
    - ✓ RFP proposal reference map

Thank you.