NEW DIGITAL WORKPLACE OPERATED BY INTRANET PACKAGED SOLUTION CALLED FENIX

REQUEST FOR INFORMATION (RFI)
RFI-424285-FENIX

To: Distribution List

Subject: Request for Information (RFI) RFI-424285-FENIX- New Digital Workplace operated by Intranet Packaged Solution called FENIX

RFI Issue Date: **19 September 2025**
Response Due Date: **15 October 2025**

NATO UNCLASSIFIED

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REQUEST FOR INFORMATION

A. Introduction

1. NCIA Agency request the assistance of the Nations and their Industry to Identify with all NATO countries potential solutions and possible suppliers for an Intranet Packaged Solution (IPS).
2. The NATO Communications and Information Agency (NCIA), within the scope of the **CIO - Information Knowledge and Data Management Portfolio,** has conducted an initial market research together with COO – NATO Digital Workplace Centre and other NCIA business and functional areas, to identify potential sources for an Intranet Packaged Solutions (IPS). This Request For Information (RFI) aims at expanding on the market research and collect targeted information with regard to industry's capabilities to deliver a **turn-key solution and related service for an Intranet Package Solution**.
3. This Request for Information (RFI) is issued solely for informational purposes and does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ), or Invitation For Bid (IFB).

B. Purpose

1. The purpose of this RFI is to obtain input from industry related to an Intranet Packaged Solution (IPS) as a service, to modernize NCI Agency NATO RESTRICTED Intranet into a complete Digital Workplace. To make SharePoint and all business applications available from one modern user interface, and outsource the whole provisioning, operations and continuous maintenance process for a period of up to five years.
2. The goal is to modernize the user experience, and simplify access to different services from one user interface countering application fatigue and service interoperability challenges. The solution also aims at outsourcing Intranet packaged solution as a service, entrusting the provider with the whole delivery lifecycle, from requirements validation to solutions development, deployment, service support and future upgrades.

3. Background

1. The Agency is interested in a fully outsourced IPS solution. It has decided to go out to the market and find a specialist supplier that can manage the full life cycle of Intranet Packaged Solution.
2. With NCIA staff spread across 34 locations on two continents, the Agency Intranet is key to knowledge and guidance flow in the organization, as well as day to day business processes - from requesting resources to project and programme management. It is essential to key transformational initiatives such as Job Families. (Professionalization).
3. The project proposal aims at using Intranet Packaged Solution (IPS) to modernize NCI Agency NR Intranet capability into a complete Digital Workplace solution, including native workplace tooling (desk booking, meeting room, digital signage, forms and templates, workflow- management) and counter application fatigue, making all business applications available from one user interface.

C. Submission Instructions

1. Interested parties from NATO Countries are invited to respond in accordance with the instructions below:

    a. Submit responses via the email address in section H no later than **12:00 hours Central European Time (CET)** on **15 October 2025**.

    b. Responses should be submitted in PDF or Word format and must not exceed **20 pages**, including:

        i. Responses to Annex A and comments on Annex B
           excluding:
        i. Cover page
        ii. Company brochures or product literature (if included)
        iii. Attachments such as past performance references

    c. Use the following subject line for submission
        i. "Response to RFI-424285-FENIX] – [Company Name]"

    d. All responses should address the items listed in Annex A – Requested Information.

    e. Respondents are also encouraged to review and comment on the draft requirements in Annex B – draft of High Level Objectives/General Requirements.

D. Industry Engagement (Optional)

1. The Agency may request a demonstration of the described solution. Respondents will be contacted if such a demonstration is desirable to make further arrangements. Respondents are requested to await further instructions after their submissions and are requested not to contact directly any NCI Agency staff other than the POC identified above in Paragraph G.
2. Interactive demonstration, capabilities, functionalities will be considered as indicative and informational only and will not be considered as binding on the participant or on NATO within the context of any future acquisition.

E. Disclaimer

1. This RFI is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this RFI. Respondents are solely responsible for all costs incurred in responding to this RFI. The NCIA will consider and analyse all information received from this RFI and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.

2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant for the liability of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective informal market survey participants shall be done considering and accepting this fact.

F. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

a. Mark the title page with the following legend:

This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than for NCIA internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NCIA's right to use information contained in this data without restriction if it is obtained from another source. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]

b. Mark each sheet of data it wishes to restrict with the following legend:

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document.

G. RFI Point of Contact

1. Contracting Officer – Gracja Kuzaj (Jablonska)

2. [424285-FENIX](mailto:424285-FENIX@ncia.nato.int)@ncia.nato.int;

For the Chief of Acquisition:

Contracting Officer

Annex A – Requested Information

Respondents are encouraged to provide the following information in their response:

a. Company Information

1. Legal Business Name
2. Country of Business Registration
3. Address
4. Website
5. Primary Point of Contact
6. Email address

b. Request For Information Questions

1. What security features does your solution offer (e.g., encryption, authentication, compliance monitoring)?
    a. Has the IPS already been deployed to an International, Governmental or other highly security and data protection regulated organization or business (ex. Banking, insurance etc.)
2. Please list the applications that your IPS is compatible with; such as MS SharePoint, Oracle, ERPs, Outlook, Skype, MS Office suit etc.
    a. Please list any service that is currently NOT compatible with your IPS solution
    b. Can you provide a list of current integrator's and connecters provided by your IPS. Allowing connectivity and interoperability to internal/external data sources.
    c. What are the technical and security perquisites for deploying your IPS in our environment?
3. Describe your business model(s)!
    a. Do you offer a complete customer success journey from requirements solicitation and validation to service delivery and deployment and post deployment operations, maintenance, and continuous improvement and patching?
    b. If you do not offer a complete customer success journey, what is your offering?
    c. Do you have in house consultancy for discovery of customer clients?
4. Does your business model foresee training, awareness and communications products, pre-, during- and post deployment of the IPS?
5. Are your services available in a fully outsourced manner?
6. Can you offer on-premises and off-premises/cloud solutions?
7. Are you available for demo over WebEx with short notice?
8. Please provide a tentative service timeline (from requirements capturing to deployment)
9. How many clients have you deployed IPS for?
    a. Please provide your customer portfolio and any secure gov clients.
10. Do you have security cleared staff to deliver the IPS?

11. Does your organization solely provide Internet Packaged Solutions?
    a. Please list any other capabilities or services offered. We are particularly interested in any Digital Workplace solutions aimed at bridging the physical and digital workplace (ex. Desk-, room booking, template creation, simplified communication capabilities and any AI enabled support)
    b. What AI capabilities is native with your IPS?
    c. Is there any Intellectual Property Rights included?
    d. Is you IPS natively mobile enabled?

c. Pricing Model Questions

1. What is your approach for the pricing model including all aspects of a complete multiyear outsourcing of the service, potentially also beyond NCIA and to the whole of NATO?
2. What would be a Rough Order Magnitude (ROM) for the CAPEX Investment and Annual OPEX for operations for 3 scenarios for 4000, 10000 and 20000+ users over five years.

d. Questions or Concerns

1. Risks, concerns, or barriers which an international security organisation should consider?
2. Suggestions for risk mitigation of any identified risks, concerns or barriers.

Annex B – High Level Objectives/General Requirements.

The high-level objectives of the service are described below:

Note: This is a DRAFT and subject to change. The NCIA is seeking industry feedback to understand the ability of Industry to deliver a full customer success experience for an Intranet Packaged Solution (IPS) as a service.

High Level Objective 1 – Modern Digital Workplace capability and related Content Collaboration

Leverage existing on premise content collaboration capabilities mainly SharePoint 2019, Oracle-EBA, ITSM, ServiceNow to develop a modern Digital Workplace and related user interface based on Intranet Packaged Solution capability, fully mobile enabled to work on different mobile devices.

The solution shall also cater for a seamless yet secure content collaboration for Phase 1 (on premise) and then phase 2 (migration to cloud).

Transition shall be in the full compliance with the Technical and Implementation Directive for the Protection of NATO Information within Public Cloud-based Communication and Information Systems (D32 Appendix C – reference: AC/322-WP(2024)0018-REV2-AS1) – hereafter referred to as "NATO D32 directive. NCIA will outsource project deliverables, service support to the prospective contractor.

SECTION 1   High Level Objective 2 – Customer Success Journey

To replace existing NR INTRANET with FENIX, requires a significant level of organizational and people change management efforts to fully meet the user expectations as well as to prepare users for behavioural and process changes which this digital transformational project will bring. To collect user requirements, satisfy them in the solution and manage expectations also over time, requires a Customer success team to manage the whole Customer Success Journey also beyond first delivery. The contractor is expected to fully deliver this HLO also.

SECTION 2   High Level Objective 3 – Content Structure and information architecture

To provide a solution that offers end users the ability to operate across multiple security domains as well as desired internet/NU/NR collaboration and communication capabilities from a single user interface, depends, not only on a single device as per REACH+ project, but a robust content structure and architecture to: [1] Ensure seamless 'connectivity' of different content sources in different domains into one user interface, [2] enable more define content segregation to ensure protection of content from inadvertent disclosure, [3] Redefine how cross domain content is organized, accessed, and maintained to support consistency, traceability, and alignment with NCIA information management standards, allowing for improved scalability.

The solution must support the creation of workflows and forms that operate consistently across multiple security domains, enabling business processes to be executed securely and efficiently within the same unified interface. Workflow design must reflect enterprise information architecture principles, ensuring that process logic, approvals, and task routing

are performed adequately and in a timely manner. As organizational structures evolve, workflows must remain adaptable—supporting the integration of new roles, content types, and collaboration patterns without compromising traceability or compliance ensuring content movement and decision-making are aligned with NCIA governance.

All content curation aspects must, at a minimum reflect NATO Core Metadata Standards, NATO Retention schedule and present and future rules for access management and control.

High Level Objective 4 (HLO4) – Intranet Package solution Administration Services

To provide security cleared staff who can provide Intranet Packaged solution platform administration services, and ensure continuous enhancements, updates, patching and also ensure that existing content/data sources remain '*integrateable*' with the Intranet Packaged Solution and ensure system scalability so that new sources of content/data and applications can be added also over time. The Administration ensures the IPS solution remains fit-for-purpose and fit-for-use and that continuous enhanced user experience is safeguarded. The IPS is foreseen to develop as users develop and mature their content engagement and collaboration behaviours and needs.

Annex C – Distribution List

All NATO Delegations (Attn: Investment Adviser)

All NATO Members Embassies in Brussels (Attn: Commercial Attaché)

Belgian Ministry of Economic Affairs

NCI Agency – All NATEXs

NCI Agency – (reserved)

Initial market survey participants