Stage 1 — Discovery & Requirement Analysis

Commercial offer for the first stage of the Vanos S.A. AI-first transformation program

From	To	Date	Validity	Fixed fee
TPL S.A.	Vanos S.A. (ΒΑΝΟΣ Α.Ε.), Piraeus	2026-07-03	30 days	€59,075 excl. VAT

This offer covers Stage 1 of 11 of the Vanos AI-first transformation program. It is independently valuable: its deliverables — a validated requirements register, process inventory, data source inventory, and discovery synthesis report — are usable assets for Vanos whether or not any subsequent stage is commissioned. It does not commit either party to Stages 2–11.

1. Objective

Understand Vanos S.A. as it actually works — needs, processes, systems, data, and pain points — and produce a validated requirements base for everything downstream of the transformation program.

2. Scope

- All 15 departments, all 3 sites (Piraeus HQ, Akti Miaouli, Perama), ~109 employees.
- SoftOne ERP and Microsoft 365 landscape review, including the e-shop platform and integration surface.
- 5 structured questionnaires (all-employees, management, department heads, process owners, technical/IT), administered in Greek.
- ~30–40 stakeholder interviews: CEO, executives, all department heads, and key doers flagged by questionnaire hotspots.
- 12 half-day department workshops (small departments paired), including warehouse/logistics floor time.
- Process mapping of the top ~30 company processes (SIPOC + swimlane).
- Pain-point quantification, automation-opportunity scoring, and AI-readiness scoring per department.
- Validation workshops with department heads and a management readout.

Out of scope: implementation of any kind; hardware; customer/supplier interviews and a deep SoftOne data-quality audit (both available as priced add-ons).

3. Deliverables

#	Deliverable	Acceptance form
D1	Requirements register — ≥1 validated requirement per department, each with owner and status	Register sign-off at steering
D2	Process inventory — top ~30 processes mapped with volumes, durations, exception paths	Department-head sign-off
D3	Data source inventory — every source touched by mapped processes (SoftOne, M365, e-shop, paper)	Included in D4 acceptance

#	Deliverable	Acceptance form
D4	Discovery synthesis report — quantified pain points, scored opportunity list, AI-readiness radar per department, recommended pilot candidates	Steering acceptance

All artifacts are delivered in the Vanos knowledge vault (English, per the program language policy) and published to Mission Control (vanos.tpl.one) per the program's access tiers.

4. Timeline and team

- Duration: 8 weeks (6 weeks nominal + 2 weeks buffer for vessel-call peaks and tender deadlines), program months M1–M2. Assumed start: September 2026, adjustable at signature.
- TPL team: the full TPL C-level suite is committed to this stage — CEO (engagement lead: executive interviews, steering, readout), CTO (systems & data audit, technical discovery), COO (process workshops, operations discovery) — supported by a senior consultant and an analyst. Interviews and workshops run with two-person coverage (lead + scribe).
- Client participation required: CEO 2 h/week; each department head 3–4 h total; IT lead 4 h/week; a named PMO counterpart 8 h/week.

5. Price

Item	Amount
Computed effort value (108 person-days — see §6)	€77,200
Methodology credit (discovery framework, questionnaires & program design pre-built — no ramp-up billed)	−€7,700
Subtotal	€69,500
Program-launch discount (15%)	−€10,425
Fixed fee, Stage 1	**€59,075**

- The fee is fixed: TPL absorbs any effort overrun within the agreed scope.
- Expenses within Attica (all three sites) included. VAT excluded.
- Payment: 40% on start (€23,630) / 60% on acceptance of D1–D4 (€35,445).
- Change requests via the program decision log, priced separately.
- Optional add-ons priced on request: customer/supplier interview extension; deep SoftOne data-quality audit.

6. Pricing rationale

The fee is built bottom-up from the effort the discovery methodology actually requires, at three role tiers priced at Greek-market boutique-consultancy rates:

Role tier	Day rate	Basis
C-level (TPL CEO / CTO / COO)	€1,100	Partner / C-level advisory time
Senior consultant	€700	Senior delivery consultant
Analyst	€450	Analysis, transcription, artifact production

Workstream	C-level	Senior	Analyst	Subtotal
Kickoff, questionnaire administration & analysis (5 instruments, in Greek)	1	3	4	€5,000
Stakeholder interviews (~35 × 90 min, two-person, prep + write-up)	6	14	9	€20,450
Department workshops (12 half-days incl. prep & transcription)	4	10	6	€14,100
Process mapping (~30 processes, SIPOC + swimlane)	—	8	8	€9,200
Systems & data audit (SoftOne, M365, e-shop; 3 sites)	4	4	—	€7,200
Synthesis: pain-point quantification, scoring, requirement drafting	3	6	5	€9,750
Validation readouts (15 department heads + management half-day)	3	3	—	€5,400
Program management, steering, quality assurance	3	4	—	€6,100
Total (person-days / value)	**24 d**	**52 d**	**32 d**	**€77,200**

Why this is a fair price:

- Effort-transparent. The table above is the whole calculation — no blended "project fee" hiding margin. 108 person-days over 8 weeks averages ~2.7 FTE, matching the interview and workshop calendar arithmetic of the methodology.
- C-level involvement is real but leveraged. All three TPL C-level executives work on this stage personally — their seniority is what earns candid answers from Vanos executives and department heads — yet C-level time is capped at ~22% of total effort; senior-consultant and analyst tiers carry the volume work, so Vanos is not paying partner rates for transcription.
- The methodology credit is earned, not cosmetic. TPL designed the complete discovery apparatus — framework, five questionnaires, scoring models, and the full program architecture — before this offer. Vanos pays nothing for that ramp-up; the −10% credit passes the saving on.
- A fixed fee shifts schedule risk to TPL. Vessel-call peaks and tender deadlines will eat sessions; the 8-week plan already carries the buffer, and any further overrun is TPL's cost.
- Proportionate to the client. €59,075 is ~0.25% of Vanos's ~€23.7M revenue and ~€3,900 per department analyzed — the decision base for a 12-month program whose value hinges on getting the requirements right. A Big-4 discovery of equivalent breadth typically prices at €120k–€200k.
- No lock-in. Every deliverable is usable standalone; Vanos may stop after Stage 1 and keep full value, per the program's commercial principles.
- Program-launch discount. TPL is applying a 15% discount off the computed fixed fee to support getting the program started — reflected transparently as its own line in the price table above, not folded invisibly into the rate card.

7. Acceptance criteria

- ≥90% of identified departments interviewed.
- Requirements register with ≥1 validated requirement per department, each with owner and status.
- Process inventory signed off by department heads.

- Synthesis report accepted by steering.

8. Dependencies and terms

- Signed engagement; NDA in place; interview access granted in week 1.
- Interviews and workshops conducted in Greek; all committed artifacts in English.
- Interview recordings only with explicit consent; recordings deleted after notes are finalized.
- Confidentiality: all captured material treated as high-sensitivity Vanos business data.
- This offer is subject to the master services agreement between the parties.

For TPL S.A.	For Vanos S.A.
Name / role / date / signature	Name / role / date / signature