
Group Procurement Delivering Solutions



Request for Tenders for Short Term Hotel Operator at Existing Dublin Airport Maldron Hotel

Award Criteria Response Document

1. OVERVIEW

1.1 SCOPE OF REQUIREMENTS

The “**Contracting Entity**” is daa plc. who are seeking a short-term Hotel Operator at Maldron Hotel, Dublin Airport, Corballis, Dublin, K67 T6P6 for a period of 3 years with an option to extend by up to 4 further 12 month periods. The Short-Term Hotel Operator will assume full responsibility for the management, operation, marketing, maintenance and administration of the hotel and associated facilities. The Operating Agreement sets out the terms and conditions governing the provision of Services by the Operator.

There will be a normal transfer of business & working capital adjustment with the current operator, Dalata, which will be the subject of the Business Transfer Agreement. IT systems in the hotel are Dalata proprietary and the incoming operator would need to install their own systems to full functionality by start date (subject to GDPR and legal requirements).

Scope of Requirements for Hotel Operator

1. General Requirement

The Operator shall assume full responsibility for the day-to-day management and operation of the Hotel for the duration of the Management Agreement 3 years with an option to extend by up to 4 further 12-month periods, ensuring the Hotel is operated in a commercially efficient manner and in accordance with applicable laws, regulations, health and safety requirements, industry best practices and fully compliant with the Operating Agreement. Paragraphs 2 – 10 below set out the minimum requirements in terms of the management and operation of the Hotel.

2. Operational Management

The Operator shall:

- Manage all day-to-day hotel operations.
- Develop and implement operational procedures.
- Operate the hotel on a 24/7 basis.
- Maintain all licenses and permits required for operation.
- Ensure compliance with hotel classification standards.

3. Staffing and Human Resources

The Operator shall:

- Employ, train, supervise, and dismiss all hotel staff and comply with TUPE legislation where appropriate.
- Manage payroll, pensions, taxes, and employee benefits.
- Provide ongoing staff training and development.
- Ensure compliance with employment legislation.

4. Sales, Marketing and Revenue Management

The Operator shall:

- Develop and implement sales and marketing strategies.
- Manage online travel agencies (Booking.com, Expedia, etc.).
- Manage brand positioning and digital marketing.
- Implement revenue management and pricing strategies.
- Generate corporate, leisure, conference, and group business.

5. Financial Management

The Operator shall:

- Prepare annual operating budgets.
- Manage all hotel revenues and expenditures.
- Provide monthly financial reports to the Landlord.
- Implement cost-control measures.
- Operate within approved budgets.

6. Guest Services

The Operator shall:

- Manage reservations and front office functions.
- Handle guest complaints and customer service.
- Maintain agreed guest satisfaction targets.
- Implement quality assurance programmes.

7. Maintenance and Property Care

The Operator shall:

- Conduct preventative maintenance programmes and all reactive maintenance as required.
- Maintain FF&E (Furniture, Fixtures & Equipment).
- Keep the property clean, safe, and in good condition.
- Comply with all operator's obligations as detailed in the Operating Agreement.

8. Procurement and Supplier Management

The Operator shall:

- Source and manage suppliers.
- Procure goods and services required for hotel operations.
- Negotiate supplier contracts.
- Ensure value-for-money purchasing practices.

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9. Reporting Requirements

The Operator shall provide:

- Monthly management accounts.
- Occupancy, ADR, RevPAR and revenue reports.
- Annual business plans and budgets.
- Forecasts and cash flow reports.
- Quarterly operational review meetings.
- Fáilte Ireland Inspection reports (Annual)

10. Insurance and Risk Management

The Operator shall:

- Implement risk management procedures.
- Maintain operational insurances as required under the Operating Agreement.
- Ensure health and safety compliance.
- Manage security procedures and emergency response plans.

Owner Responsibilities

The Contracting Entity is the Owner, and the Owner shall generally:

- Retain ownership of the hotel asset.
- Maintain building insurance (unless otherwise agreed).
- Approve annual budgets and business plans.
- Monitor operator performance through agreed KPIs.

Key Performance Indicators (KPIs)

The Contracting Entity has included KPIs/Standards in the Operating Agreement, against which the Successful Tenderer's performance will be measured.

Exit and Handover Requirements

At the end of the 3 years with an option to extend by up to 4 further 12-month periods term, the Operator shall:

- Return the hotel in good operating condition.

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- Transfer guest databases (subject to GDPR and legal requirements).
- Deliver all financial and operational records.
- Assist with orderly transition to a new operator, where applicable.
- Handover employee information and supplier contracts where applicable.

2. GENERAL MANDATORY REQUIREMENTS

In order for a Tender to be considered, the Tenderer must, in addition to demonstrating to the Contracting Entity's satisfaction that it can meet the Award Criteria in its Response, confirm (Yes) that they will meet the requirements specified below. If a Tenderer fails to **fully meet any single requirement** specified below, the Tender will be deemed **non-compliant and rejected from this competition**.

The Tenderer must provide documentary evidence satisfactory to the Contracting Entity demonstrating compliance with each of the below requirements, including but not limited to audited financial statements, portfolio schedules, operator references, and details of relevant hotel management contracts.

#	Requirement Description	Comply? Yes/No
1	Mobilisation and Operational Commencement Requirements The Tenderer must demonstrate its ability and commitment to: • Conclude and execute all contract documentation no later than 12 November 2026 • Complete the transition and mobilisation process by 31 December 2026 • Carry out a normal transfer of business and working capital adjustment with the current operator, Dalata by 31 November 2026. • Assume full operational responsibility for the Hotel and commence operations no later than 1 January 2027. • Incoming operator shall be required to install and integrate their own IT systems to full functionality by 1 January 2027	<i>[insert here]</i>
2	Mobilisation plan The Tenderer must provide a mobilisation plan that demonstrates the Tenderer's proposal to implement an effective transition of the hotel operation from the incumbent to the new operator during the transition and mobilisation period to enable the new operator to successfully assume the full operation of the hotel no later than 1 January 2027. If Tenderers have managed a similar mobilisation previously, please provide details (note it is not mandatory to have completed a mobilisation plan previously).	<i>[insert here]</i>

3	Agreement to KPI Framework Tenderer must demonstrate ability to comply with the KPIs noted in the Operating Agreement.	<i>[insert here]</i>
4	Technical Information Tenderers must confirm that they have reviewed the technical information provided (Part F: Technical Ability in the Qualification Response Document) and have priced their submission accordingly.	<i>[insert here]</i>
5	Operating Contract and Business Transfer Agreement Tenderers must confirm that they have reviewed the Operating Agreement and Business Transfer Agreement provided and agree to the terms and conditions of same.	<i>[insert here]</i>

IMPORTANT

The response to Award Criteria Response shall be no longer than 20 (A4) pages (with minimum size ten Tahoma font).

Tenderers should note that this maximum page number

Tenderer should note that if they exceed the page numbers limit, only that number of pages stated above will be reviewed and any information contained in pages beyond this will not be reviewed.

3. FINANCIAL EVALUATION

The Contracting Entity requires the Tenderers to submit their Tender for a licence term of 7 years (3 years Initial Term plus 4 optional 1 year extensions). A Financial Proposal Document has been provided at Exhibit B of the RFT.

The Tenderers must complete this template as part of their Tender. The Operating Fee payable to the Contracting Entity, in any given year of the Operating Agreement will be the higher of:

1. Percentage of Gross Turnover for the relevant Operating Agreement Year as specified in Schedule 2 of the Operating Agreement ("**Percentage Sum**"); or

2. Guaranteed Annual Minimum Sum payable by the Successful Tenderer to the Contracting Entity as specified in Schedule 2 of the Operating Agreement ("**GAMS**").

For the purpose of the financial evaluation of the GAMS, the Contracting Entity will evaluate the Tenders based on the 7 year licence term. Both the Percentage Sum and the GAMS will be subject to financial evaluation, as specified in the Pricing Document Table below.

A total of one hundred (100) marks are available for the financial criteria.

#	Requirement Description	Total Marks Available
Financial Proposal; GAMS	For this criterion, Evaluation will be on the basis of the full term including extension options, (i.e. 7 years) Tenderers must propose a GAMS in euro (€) payable to the Contracting Entity for year 1 to year 7 with years 4 5, 6 & 7 only applicable where the Contracting Entity extends the licence agreement beyond the 3 year base term. Marks shall be awarded based on the total GAMS offered by the Tenderer for year 1 to year 7. The valid Tender with the highest GAMS for year 1 to 7 will be allocated the maximum marks available for the criterion. All other valid Tenders will be marked relative to the highest valid Tender using the formula $MA (T/HT) = M$ where HT = highest percentage of the Operating Fee offered by a valid T=Tender; MA= Marks available; T+ percentage of turnover offered by the valid Tender being evaluated, and M is the marks awarded. In each year, the GAMS included in the Tender must be a minimum of 80% of the Operating Fee payable for that year, determined by the turnover projections prepared by each Tenderer in the spreadsheet template and the percentage of the Percentage Sum of the Operating Fee offered under the Percentage Sum criterion. For example, if a Tenderer offers a 25% Percentage Sum and an annual turnover projection is €20m, the GAMS must be 80% of (25% of €20m), namely €4 million. In the event that any Tenderer does not comply with this rule in their Tender, the Contracting Entity may reject the Tender.	40
Financial Proposal; Percentage Sum	For this criterion, Tenderers must tender an Operating Fee for the relevant Operating Agreement Year they will pay to the Contracting Entity, for each year of the Operating Agreement. Operating Fee is the Operating Fee submitted by the relevant Tenderer in each case. The Percentage Sum of the Operating Fee offered for each year must meet the following criteria; 1. Be to a maximum of 1 decimal place 2. Be the same for each year	60

	3. The percentage must be no lower than 25% in accordance with the Financial Proposal Document	
	The maximum marks available will be allocated to the valid Tender showing the highest percentage of Annual Gross Turnover payable. All other valid Tenders will be marked relative to the highest valid Tender using the formula $MA (T/HT) = M$ where HT = highest percentage of the Operating Fee offered by a valid b=Bid; MA= Marks available; T+ percentage of turnover offered by the valid Bid being evaluated, and M is the marks awarded. Abnormally High or Low Amounts Tenderers must not use abnormally high or low rates or prices to include abnormally high or low figures in any Tender. If, in the Contracting Entity's opinion, the overall tendered amount or any amount contained in the Tender is abnormally high or abnormally low, in accordance with Regulation 93 of S.I. No. 286/2016 – European Union (Award of Contracts by Utility Undertakings) Regulations 2016, the Contracting Entity may require the Tenderer to provide further written details of the constituent elements of the relevant figures or any other information which the Contracting Entity considers relevant. Any failure to provide such information, where requested, may exclude the Tenderer from further consideration. If, having considered the information provided, the Contracting Entity is of the view that any amount contained in the Tender is abnormally low or abnormally high, the Contracting Entity may reject the Tender.	