REQUEST FOR INFORMATION (RFI) FOR A REAL ESTATE ASSET, LEASE AND PORTFOLIO MANAGEMENT SYSTEM FOR HPPC

HPPC SA September 2026

1 Introduction and Purpose of the RFI

1.1 Purpose of this Request for Information

Hellenic Public Properties Company S.A. ("HPPC" or "HPPC") is exploring the market for a modern Property Management System ("PMS") to support the management, monitoring, administration and commercial exploitation of its real estate portfolio.

The purpose of this Request for Information ("RFI") is to collect structured information from Greek and international software vendors, system integrators and solution providers regarding available platforms, implementation approaches, functional capabilities, integration options, deployment models and indicative commercial ranges for a new or upgraded PMS environment.

This RFI is intended to support HPPC in understanding the current market landscape and assessing the maturity, suitability and indicative cost of available solutions before proceeding to any potential future procurement process.

1.2 Nature of the RFI

This RFI is issued for market research and information-gathering purposes only. It does not constitute a Request for Proposal ("RFP"), tender, procurement procedure, invitation to contract or commitment by HPPC to purchase any product or service.

Participation in this RFI is voluntary and non-binding. Responses will be used by HPPC to better understand available solutions and to shape the scope, requirements, budgetary assumptions and procurement strategy of a potential future project.

HPPC reserves the right to use, summarize or further analyze the information received through this RFI for internal planning purposes. HPPC is under no obligation to proceed with a procurement process, invite any respondent to a subsequent stage, or award any contract as a result of this RFI.

1.3 Business Context

HPPC manages a highly diverse and complex real estate portfolio, including, among others, land plots, coastal assets, seafront areas, buildings, commercial and industrial properties, former Olympic properties, tourism-related assets and other public real estate assets intended for exploitation through short-term or long-term leasing and other commercial arrangements.

The current PMS environment is based on an older desktop version of the Thesis PMS platform. The existing system supports core property registry functions and is used for the management of real estate asset information, including property attributes, technical and legal information, document attachments and associations with geospatial information maintained in HPPC's ArcGIS environment.

HPPC is now seeking to assess modern PMS solutions that can support the current and future needs of the organization, including property registry management, lease and contract management, tenant and counterparty management, financial calculations, workflow management, document management, reporting, analytics and integrations with key enterprise platforms.

1.4 Indicative Scale

For the purposes of this RFI, respondents should consider the following indicative scale:

- approximately 50,000 properties or property records;
- approximately 100 named or active business users;
- multiple property types and asset hierarchies;
- complex lease structures, including leases involving multiple tenants and leased units composed of parts or percentages of properties;
- integrations with HPPC's ArcGIS environment, ERP system and e-public real estate platform;
- management of historical data, documents and contractual information from the current PMS environment.

The above figures are indicative and provided solely to help respondents frame their responses, assumptions, implementation approach and non-binding budgetary estimates.

1.5 Target Outcome

Through this RFI, HPPC aims to obtain information on:

- available PMS, real estate asset management, lease management and portfolio management solutions;
- the degree to which such solutions can support HPPC's real estate portfolio complexity out-of-the-box, through configuration or through custom development;
- integration capabilities with ArcGIS, ERP systems and public-facing property platforms;
- approaches for migration from the existing Thesis PMS environment;
- workflow capabilities for property maturation, internal approvals and collaboration with external stakeholders;
- reporting, analytics and portfolio monitoring capabilities;
- deployment options, including SaaS, private cloud, on-premises or hybrid models;
- security, compliance, auditability and data ownership considerations;
- indicative implementation timelines, required project phases and key delivery risks;
- indicative, non-binding budgetary ranges for licensing, implementation, migration, integrations, support and operation.

1.6 Requested Type of Response

Respondents are requested to provide clear, structured and comparable information. Wherever possible, responses should distinguish between:

- capabilities available natively in the proposed solution;
- capabilities supported through standard configuration;

- capabilities requiring integration with third-party systems;
- capabilities requiring custom development;
- capabilities not currently supported.

Respondents are also requested to provide a non-binding order-of-magnitude budget estimate based on the indicative scale and scope described in this RFI. The budget estimate should clearly identify assumptions, exclusions, licensing model, implementation services, migration effort, integration effort, hosting or infrastructure costs, support costs and any optional modules or services.

1.7 Confidentiality and Use of Information

Information submitted by respondents will be used by HPPC for evaluation, planning and market analysis purposes in relation to the potential modernization of its PMS environment.

Respondents should clearly identify any information they consider confidential or commercially sensitive. HPPC will handle submitted information with appropriate care, subject to applicable legal, regulatory and internal governance requirements.

1.8 Language of Response

Responses should be submitted either in Greek or in English. Supporting material, product documentation, case studies or commercial information may also be provided in Greek, where available.

2 Background and Current Environment

2.1 Overview of HPPC

Hellenic Public Properties Company S.A. (“HPPC” or “HPPC”) is responsible for the management, administration and commercial exploitation of a large and diverse real estate portfolio belonging to the Greek State.

HPPC’s portfolio includes a wide range of property types, asset categories and exploitation models. These include, among others, land plots, coastal and seafront assets, buildings, commercial and industrial properties, former Olympic properties, tourism-related assets and other public real estate assets intended for short-term or long-term commercial exploitation.

The complexity of HPPC’s portfolio requires a modern information system capable of supporting not only property registry management, but also asset lifecycle monitoring, lease and contract management, tenant and counterparty management, technical and legal documentation, geospatial information, workflow management, financial calculations, reporting and integration with other enterprise and public-facing platforms.

2.2 Existing PMS Environment

HPPC currently uses an older desktop version of the Thesis PMS platform to support core property management activities.

The existing PMS environment is used for the management of property registry information, including basic property attributes, property classification, legal and technical information, related documentation and references to geospatial information maintained in HPPC’s ArcGIS environment.

The current system has historically supported important business operations and contains a significant volume of operational, contractual and historical data. Any future PMS modernization initiative must therefore take into account the need to preserve, migrate and validate critical data from the existing environment.

2.3 Property Portfolio Characteristics

The target PMS should be capable of supporting a non-homogeneous real estate portfolio with multiple asset types, different ownership and exploitation characteristics, and complex relationships between properties, property parts, leased units and contracts.

Indicative property categories include:

- land plots and public land assets;
- coastal areas, beaches and seafront assets;
- standalone buildings;
- commercial and industrial properties;
- tourism-related properties;
- former Olympic properties;
- large-scale public real estate assets;
- properties composed of multiple parts, sections, areas or usage zones;
- assets that may be exploited through different short-term or long-term leasing models.

The system should support property hierarchies and relationships, including the ability to represent a property, a sub-property, a property part, a leased unit or a percentage of a property that may be associated with one or more lease contracts.

2.4 Lease and Contract Management Context

HPPC manages leasing arrangements of varying complexity. Lease contracts may involve multiple tenants, while a single tenant may participate in multiple lease contracts.

Each lease contract may include one or more leased units, which may correspond to entire properties or to specific parts, areas or percentages of properties. Lease contracts may also include financial terms, rent amounts, taxes, stamp duties, payment terms, rent escalation formulas, contractual adjustments, changes to the leased unit and other financial or operational parameters.

The future PMS should be capable of supporting complex lease structures, including:

- multiple tenants per contract;
- multiple contracts per tenant;
- leased units composed of whole properties, property parts or percentages of properties;
- rent values and payment schedules;
- taxes, stamp duties and other charges;
- rent adjustment formulas over time;
- rent adjustments due to changes in the leased unit;
- addition or removal of spaces, areas or property parts during the contract lifecycle;
- recalculation or adjustment of rent amounts following contractual amendments;
- overdue payments and interest calculations;
- full lease lifecycle history;
- transactional and historical lease data.

2.5 Technical, Legal and Document Information

For each property, HPPC manages technical, legal and administrative information. This may include studies, legal cases, ownership-related documents, technical documentation, plans, permits, correspondence and other supporting files.

The future PMS should be able either to manage such documents natively or to integrate with an enterprise document management system. In all cases, the system should support the structured association of documents with properties, property parts, lease contracts, tenants, legal cases, technical studies and workflow steps.

2.6 Geospatial Information and ArcGIS Environment

HPPC maintains geospatial information in an ArcGIS environment. The future PMS is expected to integrate with ArcGIS in order to support the management and use of spatial information related to HPPC's real estate portfolio.

Respondents should describe how their proposed solution can integrate with ArcGIS and whether the integration supports, indicatively:

- property location and map visualization;
- polygons, boundaries and geospatial geometries;
- synchronization of property identifiers and attributes;
- map-based property search;
- visualization of layers;
- association between property registry records and geospatial objects;
- read-only or bidirectional data exchange;
- APIs, connectors or other integration mechanisms.

The required level of ArcGIS integration may be further specified in a subsequent procurement stage. For the purposes of this RFI, respondents are requested to describe their available capabilities, typical implementation approach, limitations and assumptions.

2.7 Cadastral Data Context

Cadastral information is a critical component of HPPC's property management environment and should be considered part of the broader property record.

HPPC manages cadastral information related to its real estate portfolio, including both descriptive and spatial data. Such information may include KAEK references, cadastral status, ownership-related cadastral information, cadastral area, spatial boundaries, cadastral actions and information received from or associated with the Hellenic Cadastre.

The future PMS should be capable of associating cadastral information with the relevant property record and, where applicable, with property parts, spatial objects, legal/technical cases or lease-related decisions.

At this RFI stage, HPPC seeks to understand whether available solutions can support cadastral data management natively, through configuration, through GIS integration, through external data integration or through custom development.

Respondents should also indicate whether their solution can support validation rules, completeness checks, audit trail and data quality controls for cadastral information, as well as interoperability with ArcGIS or other cadastral/spatial datasets where technically and legally feasible.

2.8 ERP Integration

The future PMS is expected to integrate with HPPC's ERP environment, particularly in relation to lease-related financial transactions.

Indicative integration needs may include:

- generation or transfer of rent-related billing information;
- exchange of invoice or revenue document data;
- synchronization of tenant or counterparty information, where applicable;
- transfer of payment, collection or outstanding balance information;
- support for financial reconciliation processes;
- exchange of accounting dimensions or cost/revenue classification data;
- auditability of data exchanged between the PMS and ERP.

Respondents should describe whether such integrations are supported through standard connectors, APIs, middleware, file-based exchange or custom development. Respondents should also clearly identify assumptions, dependencies and typical implementation effort.

2.9 Integration with the e-public Platform

HPPC operates or uses an e-public real estate platform for the public presentation, promotion and tendering of properties.

The future PMS is expected to be capable of integration with the e-public platform so that selected property information, availability status, exploitation status or tender-related information may be exchanged between the internal PMS environment and the external-facing platform.

Indicative integration scenarios may include:

- publication of selected property information from the PMS to the e-public platform;
- synchronization of property availability or exploitation status;
- provision of structured property data for public presentation;
- transfer of tender-related status or mHPPCata;
- retrieval of information from tendering processes, where applicable;
- integration through APIs, data feeds, middleware or other secure mechanisms.

Respondents should describe their experience with similar integrations between internal real estate management systems and public-facing portals, marketplaces, tendering platforms or investor-facing property platforms.

2.10 Workflow and Property Maturation Context

HPPC requires workflow management capabilities to support the internal processes related to property maturation and preparation for exploitation.

Before a property can be made available for lease, tendering or other forms of exploitation, a number of technical, legal, administrative and commercial preparation steps may be required. These steps may involve multiple internal departments as well as external advisors, engineers, legal experts or other stakeholders.

The future PMS should therefore be capable of supporting configurable workflows, approvals, task assignment, notifications, deadlines, comments, supporting documents and audit trails. It should also allow different workflow templates depending on the property type, exploitation model or organizational process.

Respondents should describe whether workflow capabilities are provided natively, through configuration, through integration with a workflow/BPM platform, or through custom development.

2.11 Language and Localization Requirements

The future PMS must provide a Greek language user interface, including menus and core user navigation elements.

This is considered a mandatory requirement for the target solution, given the operational use of the system by HPPC's business users. Respondents should clearly state whether Greek language menus and user interface localization are already available, can be delivered through configuration/localization, or would require product customization.

Respondents should also indicate whether their solution supports:

- Greek language data entry;
- Greek and English user interface options;
- multilingual field labels;
- localization of reports and forms;
- Greek date, number and currency formats;
- Greek tax, stamp duty or lease-related configuration, where applicable;
- Greek language support, training and documentation.

2.12 Data Migration Context

A future PMS implementation is expected to include migration from the current PMS environment.

For the purposes of this RFI, respondents should assume migration of approximately 50,000 property records, including core registry data and associated property information.

In addition, respondents should assume migration of lease contracts and their full historical and transactional data, including contract history, lease terms, rent amounts, rent adjustments, tenant associations, payment-related information, overdue amounts, interest-related information where available, amendments and other relevant historical records.

The migration scope may include, indicatively:

- property registry data;

- property hierarchies and property relationships;
- property classification and attributes;
- geospatial references and ArcGIS-related identifiers;
- lease contracts;
- tenant and counterparty records;
- leased units and links between contracts and properties;
- rent schedules and financial terms;
- historical rent adjustments;
- historical contract amendments;
- transactional lease-related data;
- document mHPPCata and, where applicable, associated documents;
- audit or historical records, subject to availability and feasibility.

Respondents should describe their proposed data migration methodology, including data profiling, mapping, cleansing, migration testing, reconciliation, validation, cutover planning and post-migration support.

Respondents should also identify the key risks, assumptions and prerequisites for a successful migration from a legacy PMS environment.

2.13 Indicative User Base and Operational Scale

For the purposes of this RFI, respondents should assume an indicative user base of approximately 100 users.

The system should be capable of supporting multiple user roles and access profiles, including users from business, legal, technical, financial, administrative and management functions. The system may also need to support controlled access for external stakeholders or advisors, subject to HPPC's security and governance policies.

Respondents should describe the scalability of their solution in relation to:

- number of properties;
- number of users;
- number of lease contracts;

- number of documents;
- transaction history volume;
- reporting and analytics workload;
- integrations with third-party systems;
- concurrent users;
- future expansion of scope or modules.

2.14 Modernization Drivers

The main drivers for exploring a new PMS environment include:

- modernization of the current desktop PMS environment;
- improved management of a large and diverse real estate portfolio;
- enhanced lease and contract management capabilities;
- stronger support for complex rent calculations and contractual adjustments;
- integration with ArcGIS, ERP and e-public systems;
- improved workflow management for property maturation and exploitation processes;
- better reporting, analytics and portfolio visibility;
- improved auditability, security and access control;
- Greek language user interface and localization;
- migration and preservation of historical operational and transactional data;
- improved user experience and support for future digital transformation initiatives.
- structured management of cadastral information as part of the property record;
- support for descriptive and spatial cadastral data;
- improved validation and quality controls for KAEK, cadastral status, OTA, area and ownership-related information;
- ability to compare and monitor differences between title data, cadastral data and spatial/geometric data;

- support for cadastral actions, applications, objections, lawsuits, deadlines and related workflows.

The future PMS should support HPPC's ability to manage its real estate portfolio in a structured, transparent, auditable and scalable manner, while providing the flexibility required for future business, operational and regulatory needs.

3 Scope of Information Requested and Response Template

3.1 Purpose of the Information Requested

Through this RFI, HPPC seeks to obtain structured and comparable information from respondents regarding available solutions, implementation approaches, functional coverage, technical architecture, integration capabilities, migration approach, localization readiness and indicative budgetary estimates for a modern Property Management System.

The information requested in this chapter is intended to help HPPC assess the current market landscape and understand the extent to which available solutions can support its business, operational and technical needs.

Respondents are requested to provide practical, specific and evidence-based responses. Where possible, respondents should avoid generic marketing descriptions and instead provide clear information on actual product capabilities, implementation experience, configuration options, integration approach, limitations, assumptions and dependencies.

3.2 Instructions to Respondents

Respondents are requested to structure their response according to the sections and tables included in this chapter.

For each functional, technical, integration or migration capability, respondents should clearly indicate whether the capability is:

- available natively in the proposed solution;
- available through standard configuration;
- available through standard integration;
- available through custom development;
- not currently available.

Where relevant, respondents should provide supporting material such as product documentation, screenshots, architecture diagrams, indicative project plans, case studies or anonymized examples from similar implementations.

Respondents should also clearly state all assumptions, exclusions, dependencies and prerequisites related to their response, especially in relation to implementation scope, data migration, integrations, Greek localization and indicative budget estimates.

3.3 Vendor Response Checklist

Respondents are requested to use the following checklist to confirm that their response includes the main sections and supporting information requested by this RFI.

The checklist is intended as a response completeness tool. It is not a functional requirements list and should not be used to indicate the level of product support for specific capabilities. Functional, technical, integration, migration, localization and commercial information should be provided in the relevant sections and matrices of this RFI.

Where a section is not applicable to the respondent's proposed solution or delivery model, this should be clearly stated, together with any relevant assumptions, limitations or exclusions.

#	**Response Section / Information Package**	**Included in Response**	**Comments / Location, if relevant**
1	Executive summary	Yes / No	
2	Company profile and relevant experience	Yes / No	
3	Proposed solution overview and product positioning	Yes / No	
4	Deployment model and technical approach	Yes / No	

#	Response Section / Information Package	Included in Response	Comments / Location, if relevant
5	Functional Capability Assessment Matrix completed	Yes / No	
6	Integration Capability Matrix completed	Yes / No	
7	Data migration approach and migration scope table completed	Yes / No	
8	Greek localization and regulatory readiness response completed	Yes / No	
9	Technical Response Summary Matrix completed	Yes / No	
10	Implementation approach, indicative timeline and key risks included	Yes / No	
11	Indicative budget breakdown and 5-year TCO included	Yes / No	
12	Assumptions, exclusions and supporting material included	Yes / No	

3.4 Solution Overview

Respondents are requested to provide an overview of the proposed solution, including:

- product name and current version;
- vendor name and ownership structure;
- product history and roadmap;
- target market and typical customer profile;
- deployment options;
- available modules;

- supported languages and localization options;
- supported user roles and user types;
- mobile and tablet capabilities, where applicable;
- reporting and analytics capabilities;
- integration capabilities;
- workflow capabilities;
- document management capabilities;
- security and compliance features.

Respondents should clearly state whether the proposed solution is a specialized property management system, a real estate asset management platform, a lease management solution, an integrated workplace/facility management platform, an ERP-based real estate module, a public-sector asset management platform or a combination of the above.

3.5 Functional Capability Assessment Matrix

Respondents are requested to complete the following Functional Capability Assessment Matrix to indicate how their proposed solution can support the main functional capability areas relevant to ETAD's future PMS environment.

The purpose of this matrix is to support market assessment and comparability of responses. It should not be interpreted as a final, exhaustive or mandatory requirements catalogue for a future procurement process.

For each capability area, respondents should mark the most appropriate coverage category:

- **Covered by Standard Product / Configuration**: the capability can be supported through the proposed solution's standard functionality or standard configuration mechanisms, without project-specific custom development.
- **Integration Required**: the capability depends on integration with another system, module or third-party platform.
- **Custom Development Required**: the capability would require project-specific code, product extension or non-standard development.

- **Not Supported**: the capability is not currently supported by the proposed solution.

Where a capability is partially supported, respondents should use the “Comments / Evidence” column to clarify the supported scope, limitations, assumptions, implementation approach or relevant experience.

Respondents may mark more than one category where appropriate, provided that the response clearly explains the applicable scope in the “Comments / Evidence” column.

Functional Capability Area	**Covered by Standard Product / Configuration**	**Integration Required**	**Custom Development Required**	**Not Supported**	**Comments / Evidence**
Property registry					
Management of approximately 50,000 property records					
Multiple property types					
Land plots					
Coastal and seafront assets					
Buildings					
Commercial and industrial properties					
Former Olympic properties or complex public assets					

Functional Capability Area	Covered by Standard Product / Configuration	Integration Required	Custom Development Required	Not Supported	Comments / Evidence
Property hierarchy					
Property parts, areas, sections or percentages					
Leased units linked to whole properties or property parts					
Property technical information					
Property legal information					
Property exploitation status					
Cadastral data associated with property record					
KAEK and multiple KAEK per property					
Descriptive cadastral information					
Spatial cadastral information					
Title area vs cadastral area comparison					

Functional Capability Area	Covered by Standard Product / Configuration	Integration Required	Custom Development Required	Not Supported	Comments / Evidence
Cadastral actions / cases tracking					
Cadastral validation and quality checks					
ArcGIS / cadastral dataset interoperability					
Document attachment to properties					
Legal case tracking					
Technical study tracking					
Lease and contract management					
Short-term leases					
Long-term leases					
Multiple tenants per contract					
Tenant participating in multiple contracts					
Rent values and payment schedules					

Functional Capability Area	Covered by Standard Product / Configuration	Integration Required	Custom Development Required	Not Supported	Comments / Evidence
Rent escalation formulas					
Rent adjustment due to leased unit changes					
Taxes, duties, fees and other charges					
Overdue payment tracking					
Interest calculation on overdue amounts					
Contract amendments					
Full lease lifecycle history					
Migration of lease transactional history					
Tenant and counterparty management					
Workflow management					
Property maturation workflows					
Internal approvals					

Functional Capability Area	Covered by Standard Product / Configuration	Integration Required	Custom Development Required	Not Supported	Comments / Evidence
External stakeholder participation					
Task assignment and notifications					
Workflow audit trail					
Reporting and dashboards					
Portfolio analytics					
Revenue and arrears reporting					
Lease expiry and renewal reporting					
Greek language UI and menus					Mandatory
Greek language data entry					
Greek reports and forms					

3.6 Integration Capability Matrix

Respondents are requested to complete the following integration capability matrix.

For each integration area, respondents should indicate the available integration approach and provide comments on previous experience, assumptions, complexity and indicative implementation effort.

Integration Area	**Standard Connector**	**API-Based**	**File-Based**	**Middleware Required**	**Custom Development**	**Relevant Experience / Comments**
ArcGIS – property location and map visualization						
ArcGIS – polygons, boundaries and geometries						
ArcGIS – property identifier synchronization						
ArcGIS – map-based search and filtering						
ERP – rent billing data						
ERP – invoice or revenue document data						
ERP – tenant / counterparty data						
ERP – payment and collection status						
ERP – outstanding						

Integration Area	Standard Connector	API-Based	File-Based	Middleware Required	Custom Development	Relevant Experience / Comments
balances and reconciliation						
e-public – property publication						
e-public – property availability status						
e-public – exploitation or tender status						
e-public – property mHPPCata, images or documents						
Document management system						
Microsoft SharePoint or equivalent DMS						
Business intelligence / data warehouse						
Identity provider / SSO						
Email or notification services						
Electronic signature platform						

3.7 Data Migration Information

Respondents are requested to describe their proposed approach for migration from the existing PMS environment.

For the purposes of this RFI, respondents should assume migration of:

- approximately 50,000 property records;
- property registry data;
- property classifications and attributes;
- property hierarchies and relationships;
- geospatial references;
- tenant and counterparty records;
- lease contracts;
- leased units;
- contract-to-property relationships;
- rent schedules;
- lease financial terms;
- rent adjustment history;
- contract amendment history;
- transactional lease-related data;
- overdue payment and interest-related historical data, where available;
- document mHPPCata and associated documents, where feasible.

Respondents should complete the following migration scope table.

Data Migration Area	**Included in Proposed Approach**	**Standard Tooling Available**	**Custom Migration Required**	**Key Assumptions / Risks**
Property registry data				
Property classifications and attributes				

Data Migration Area	Included in Proposed Approach	Standard Tooling Available	Custom Migration Required	Key Assumptions / Risks
Property hierarchy and relationships				
Property parts, areas and percentages				
Geospatial references / ArcGIS identifiers				
Tenant and counterparty data				
Lease contract master data				
Leased unit relationships				
Rent schedules				
Rent escalation formulas				
Historical rent adjustments				
Contract amendment history				
Transactional lease-related data				
Overdue balances and interest history				
Document mHPPCata				
Associated documents				
Audit or change history, where available				

Respondents should also describe:

- migration methodology;

- data profiling;
- source data assessment;
- mapping approach;
- cleansing approach;
- migration tooling;
- trial migrations;
- reconciliation and validation;
- user acceptance testing;
- cutover approach;
- post-migration support;
- assumptions and prerequisites;
- key migration risks.

Respondents should also identify whether they have previous experience migrating data from legacy desktop PMS, ERP or real estate systems.

3.8 Greek Language User Interface and Localization

Greek language menus and core user navigation are considered mandatory for the target solution.

Respondents are requested to explicitly confirm whether the proposed solution supports a Greek language user interface.

Localization Area	**Already Available**	**Available Through Configuration**	**Requires Product Customization**	**Not Available**	**Comments / Evidence**
Greek language menus					Mandatory
Greek navigation elements					Mandatory
Greek field labels					
Greek language data entry					

Localization Area	Already Available	Available Through Configuration	Requires Product Customization	Not Available	Comments / Evidence
Greek reports and forms					
Greek and English UI option					
Greek date formats					
Greek number and currency formats					
Greek currency format					
Greek training material					
Greek user documentation					
Greek-speaking support					
Greek tax / fee configuration					
Greek lease-related configuration					

Respondents should clearly state whether Greek localization is already part of the standard product, can be delivered through standard localization mechanisms, or would require product-level customization.

3.9 Greek Legal, Tax and Regulatory Compliance Readiness

Respondents are requested to describe how the proposed solution can support HPPC's operation within the Greek legal, tax and regulatory environment.

The purpose of this section is not to request legal advice from respondents, but to understand whether the proposed solution can be configured, localized or integrated

in a way that supports compliance-related operational needs applicable to property management, lease management, financial transactions, public-sector governance and personal data protection in Greece.

Respondents should describe their capabilities, assumptions and previous experience in relation to:

- GDPR and Greek data protection requirements;
- personal data processing related to tenants, counterparties, representatives, users and external stakeholders;
- role-based access control, audit trail, logging and traceability;
- Greek lease-related tax and charge configuration;
- digital transaction duty, stamp duty or equivalent transaction-related charge handling, where applicable;
- VAT, taxes, duties, fees or other lease-related financial parameters, where applicable;
- integration with ERP systems for compliant billing, invoicing, revenue documents and financial reconciliation;
- support for data required by Greek electronic invoicing, myDATA or related ERP processes, where applicable;
- support for public-sector auditability, transparency and documentation requirements;
- support for electronic documents, electronic signatures and digital records, where applicable;
- support for Greek date, number, currency and reporting formats;
- ability to adapt to future legal, tax or regulatory changes through configuration rather than custom development.

Respondents should clearly distinguish between:

- functionality available natively in the proposed solution;
- functionality available through configuration;
- functionality handled by the ERP or another integrated system;

- functionality requiring custom development;
- functionality that is outside the scope of the proposed solution.

Respondents should complete the following compliance readiness table.

Compliance / Regulatory Area	**Native**	**Configurable**	**Handled Through ERP / Integration**	**Custom Development**	**Not Supported**	**Comments / Assumptions**
GDPR-related access control and auditability						
Personal data management for tenants and counterparties						
Role-based access control						
Record-level or field-level permissions						
Audit trail of property changes						
Audit trail of lease and contract changes						
Audit trail of financial term changes						
Greek tax / fee parameterization						
Digital transaction duty / stamp duty handling,						

Compliance / Regulatory Area	Native	Configurable	Handled Through ERP / Integration	Custom Development	Not Supported	Comments / Assumptions
where applicable						
VAT or other lease-related tax parameters						
ERP integration for billing / invoicing compliance						
myDATA / e-invoicing related data support, where applicable						
Electronic document records						
Electronic signature integration						
Public-sector auditability and traceability						
Greek date, number and currency formats						
Adaptability to future legal or tax changes						

3.10 Cadastral Data Management

Respondents are requested to describe how the proposed solution can support cadastral information as part of the property record.

The response should address, at a high level, the ability to manage or associate:

- KAEK and multiple KAEK references per property;
- descriptive cadastral information;
- spatial cadastral information;
- title area, cadastral area and related comparison information;
- cadastral status and ownership-related cadastral information;
- cadastral actions, corrections, objections or legal/technical cases, where applicable;
- cadastral documents or references;
- validation rules, completeness checks and data quality controls;
- integration or interoperability with ArcGIS, cadastral datasets or external cadastral services, where feasible.

Respondents should clearly indicate whether these capabilities are available natively, through configuration, through integration or through custom development. Respondents are not expected at this RFI stage to provide a detailed cadastral data model. However, they are encouraged to provide examples of similar land registry, cadastre, GIS-enabled property management or public real estate implementations.

Functional Area	**Native**	**Configurable**	**Integration Required**	**Custom Development**	**Not Available**	**Comments / Evidence**
Cadastral data associated with property record						

Functional Area	Native	Configurable	Integration Required	Custom Development	Not Available	Comments / Evidence
KAEK and multiple KAEK per property						
Descriptive cadastral information						
Spatial cadastral information						
Title area vs cadastral area comparison						
Cadastral actions / cases tracking						
Cadastral validation and quality checks						
ArcGIS / cadastral dataset						

Functional Area	Native	Configurable	Integration Required	Custom Development	Not Available	Comments / Evidence
interoperability						

3.11 Technical Architecture and Deployment

Respondents are requested to describe the technical architecture and deployment options of the proposed solution.

The response should cover:

- SaaS deployment;
- private cloud deployment;
- on-premises deployment;
- hybrid deployment;
- hosting locations and cloud regions;
- system architecture;
- database technologies;
- API architecture;
- integration architecture;
- scalability;
- performance;
- availability;
- backup and restore;
- disaster recovery;
- monitoring and logging;
- release and upgrade model;

- environment strategy, including development, test, staging and production environments.

Respondents should clearly indicate which deployment models are supported and which are recommended for an organization of HPPC's size and complexity.

3.12 Security, Compliance and Auditability

Respondents are requested to describe the security and compliance capabilities of the proposed solution.

The response should cover:

- role-based access control;
- user groups and permissions;
- segregation of duties;
- field-level or record-level security, where available;
- authentication and single sign-on;
- integration with identity providers;
- encryption at rest and in transit;
- audit trail;
- logging and monitoring;
- GDPR compliance;
- data retention;
- backup and recovery;
- security certifications;
- cloud security controls;
- vulnerability management;
- penetration testing practices;
- data ownership and data export rights.

Respondents should also describe how the solution supports traceability of changes to properties, contracts, financial terms, workflows and published information.

3.13 Implementation Approach

Respondents are requested to describe their indicative implementation approach for a project of this nature.

The response should cover:

- proposed implementation phases;
- discovery and design approach;
- configuration approach;
- integration approach;
- migration approach;
- testing approach;
- training approach;
- change management approach;
- go-live approach;
- post-go-live support;
- indicative timeline;
- required HPPC participation;
- implementation team roles;
- key assumptions;
- key risks.

Respondents should provide an indicative project plan or high-level timeline based on the assumptions of approximately 50,000 properties, 100 users, migration of historical lease data and integrations with ArcGIS, ERP and e-public.

Respondents are requested to complete the following implementation estimate table.

Implementation Area	Indicative Effort	Indicative Duration	HPPC Participation Required	Key Assumptions / Risks
Discovery and requirements validation				
Solution design				
Configuration				
Greek localization				
Custom development, if required				
ArcGIS integration				
ERP integration				
e-public integration				
Data migration – property registry				
Data migration – leases and transactional history				
Reporting and dashboards				
Testing and UAT				
Training				
Go-live and stabilization				

3.14 Indicative Commercial and Budgetary Information

Respondents are requested to provide a non-binding order-of-magnitude budget estimate for the proposed solution.

The estimate should be based on the indicative scale and scope described in this RFI, including:

- approximately 50,000 property records;
- approximately 100 users;
- Greek language user interface and menus;
- migration of property registry data;
- migration of lease contracts and historical transactional lease data;
- integration with ArcGIS;
- integration with ERP for rent-related financial documents and information;
- integration with the e-public platform;
- workflow management;
- reporting and analytics;
- implementation services;
- training and support.

Respondents should complete the following budget breakdown table.

Cost Category	**One-Off Cost Estimate**	**Annual Recurring Cost**	**Included / Optional**	**Assumptions / Notes**
Software license / subscription				
Core PMS modules				
Lease management module				
Workflow management module				

Cost Category	One-Off Cost Estimate	Annual Recurring Cost	Included / Optional	Assumptions / Notes
Document management module				
Reporting and analytics module				
Implementation services				
Project management				
Solution design				
Configuration				
Greek UI / localization				
Custom development				
Data migration – 50,000 property records				
Data migration – lease contracts				
Data migration – transactional lease history				
Data migration – document mHPPCata				
Data migration – associated documents				
ArcGIS integration				

Cost Category	One-Off Cost Estimate	Annual Recurring Cost	Included / Optional	Assumptions / Notes
ERP integration – rent billing / invoice data				
ERP integration – payment / collection data				
e-public platform integration				
BI / data warehouse integration				
Identity provider / SSO integration				
Reporting and dashboard development				
Testing and UAT support				
Training				
Documentation				
Hosting / infrastructure				
Environments: development, test, production				
Support and maintenance				
Upgrades and releases				

Cost Category	One-Off Cost Estimate	Annual Recurring Cost	Included / Optional	Assumptions / Notes
Optional modules or services				
Third-party software or services				
Estimated Year 1 total				
Estimated annual recurring cost from Year 2 onward				
Estimated 5-year total cost of ownership				

All commercial information provided at this stage will be considered indicative and non-binding.

Respondents should clearly state:

- pricing assumptions;
- licensing model;
- user assumptions;
- property volume assumptions;
- hosting assumptions;
- integration assumptions;
- migration assumptions;
- exclusions;
- optional items;
- third-party costs;
- annual escalation, if applicable;

- pricing validity period.

3.15 Relevant Experience and References

Respondents are requested to provide information on relevant experience and reference projects.

Relevant references may include:

- large real estate portfolio management projects;
- public sector real estate or asset management projects;
- commercial lease management projects;
- projects involving 10,000 or more properties;
- projects involving complex lease structures;
- projects involving ArcGIS or GIS integration;
- projects involving ERP integration;
- projects involving migration from legacy property management systems;
- projects involving Greek localization or implementation in Greece.

For each reference, respondents should complete the following table.

Reference Project	**Country**	**Sector**	**Portfolio Size**	**Users**	**Scope**	**Integrations**	**Migration Scope**	**Implementation Duration**	**Respondent Role**
Reference 1									
Reference 2									
Reference 3									

If client confidentiality restrictions apply, respondents may provide anonymized references, provided that sufficient information is included to allow HPPC to assess relevance.

3.16 Assumptions, Limitations and Recommendations

Respondents are encouraged to include any assumptions, limitations, risks or recommendations they consider important for HPPC to take into account.

This may include recommendations on:

- phasing strategy;
- migration strategy;
- integration architecture;
- workflow implementation;
- data cleansing;
- Greek localization;
- cloud versus on-premises deployment;
- future RFP structure;
- budgetary drivers;
- areas requiring further discovery;
- areas where HPPC should avoid excessive customization.

Respondents should clearly distinguish between product limitations, implementation risks and assumptions that depend on HPPC's current data quality, system landscape or internal processes.

4 Target Capability Domains

4.1 Purpose of this Chapter

This chapter provides a high-level summary of the main capability domains that HPPC expects the future Property Management System to address.

The detailed information requested from respondents is included in Chapter 3. Therefore, this chapter should be read as a concise business framing of the target solution, rather than as a detailed requirements catalogue.

Respondents should use the capability domains below to understand the overall scope and business orientation of the future PMS.

4.2 Overview of Target Capability Domains

The future PMS is expected to support HPPC across the following main capability domains:

#	Capability Domain	High-Level Description
1	Property Registry and Portfolio Structure	Management of HPPC's diverse real estate portfolio, including property master data, classifications, property hierarchies, property parts and leased units.
2	Cadastral and Geospatial Information	Association of cadastral and spatial information with property records, including KAEK references, cadastral status, spatial data and interoperability with ArcGIS or relevant cadastral datasets where feasible.
3	Lease, Contract and Tenant Management	Management of leases, contracts, tenants, counterparties, leased units, amendments and contractual history throughout the lease lifecycle.
4	Financial Terms and ERP Integration	Management of lease-related financial terms and integration with ERP for rent-related billing, invoicing, payment status, outstanding balances and reconciliation.
5	Workflow and Property Maturation	Support for property maturation, approvals, task assignment, collaboration and monitoring of the steps required before a property is made available for exploitation.

6	Document Management and Information Traceability	Structured association or management of documents related to properties, leases, tenants, legal cases, technical studies, cadastral information and workflows.
7	Reporting and Analytics	Operational reporting, management dashboards, portfolio analytics, exports and integration with BI, data warehouse or data lake environments.
8	e-public Integration	Controlled exchange of selected property, availability, exploitation and tender-related information with HPPC's e-public platform.
9	Localization, Compliance and Security	Greek user interface, Greek localization, local regulatory readiness, GDPR, access control, security and auditability.
10	Migration, Scalability and Future Evolution	Migration of existing property, lease, transactional, document and cadastral-related data, with scalability for future users, properties, modules and integrations.

4.3 Expected Solution Orientation

HPPC is not seeking a narrow lease administration tool or a generic property database.

The target solution should be positioned as a modern real estate asset, lease and portfolio management platform capable of supporting a large, diverse and operationally complex public real estate portfolio.

The solution should be able to combine property registry information, cadastral and geospatial references, lease and tenant data, financial terms, workflows, documents, reporting and integrations within a coherent and auditable operating model.

4.4 Configuration and Extensibility

Given the complexity and evolution of HPPC's portfolio and processes, the target solution should be sufficiently configurable and extensible.

HPPC is particularly interested in understanding whether the proposed solution can support the above capability domains through standard functionality and configuration, or whether significant custom development would be required.

Respondents should therefore clearly distinguish between native capabilities, configurable capabilities, integration-based coverage and custom development in their responses to Chapter 3.

5 Technical and Integration Principles

5.1 Purpose of this Chapter

This chapter summarizes the main technical and integration principles that HPPC expects the future PMS to follow.

The detailed information requested from respondents regarding deployment, integrations, security, data ownership, configuration and technical readiness is included in Chapter 3. Therefore, this chapter should be read as a concise set of guiding principles, rather than as a detailed technical questionnaire.

Respondents should use these principles as context when completing the technical and integration sections of Chapter 3.

5.2 Deployment Flexibility

HPPC seeks to understand which deployment models are supported by the market and which model would be most appropriate for its operating context.

The future PMS may be offered as SaaS, private cloud, on-premises, hybrid or managed hosting, depending on the vendor's standard product offering and the constraints of the proposed solution.

The preferred approach should balance security, scalability, integration feasibility, cost, maintainability, data ownership and ease of future upgrades.

5.3 Integration-Oriented Architecture

The future PMS is expected to operate as part of HPPC's broader system landscape, rather than as an isolated application.

The solution should therefore support integration with key platforms such as ArcGIS, ERP, e-public, document management systems, identity providers and reporting or analytics environments.

At this RFI stage, HPPC is particularly interested in understanding whether such integrations can be supported through standard connectors, APIs, middleware, configuration or custom development.

5.4 Data Ownership, Portability and Interoperability

HPPC should retain appropriate ownership, control and access to its data.

The future PMS should support reliable management of core property, lease, tenant, financial, document, geospatial and cadastral-related data, while allowing data to be exchanged with other systems where required.

The solution should also support data export, portability and transition scenarios, in order to reduce vendor lock-in and ensure long-term control over HPPC's information assets.

5.5 Security, Privacy and Auditability

The future PMS should support a secure and auditable operating model aligned with HPPC's governance and compliance needs.

Key principles include role-based access control, secure authentication, protection of personal and commercially sensitive data, audit trail of key changes, secure integration mechanisms and GDPR-related controls.

Security and auditability should apply not only to the PMS itself, but also to documents, reports, integrations and information shared with external or public-facing platforms.

5.6 Configuration over Customization

Given the complexity of HPPC's portfolio and processes, the future PMS should be configurable and extensible.

HPPC wishes to understand the extent to which the solution can support fields, forms, workflows, validation rules, reports, roles and local configuration needs without extensive custom development.

This is important for reducing implementation risk, limiting long-term maintenance cost and ensuring that future legal, tax, operational or reporting changes can be accommodated efficiently.

5.7 Scalability and Future Evolution

The future PMS should be capable of supporting HPPC's indicative scale of approximately 50,000 property records and 100 users, while also allowing for future growth.

The solution should be able to evolve over time through additional modules, integrations, reports, workflows or configuration changes, without requiring a fundamental redesign of the platform.

6 RFI Process and Submission Instructions

6.1 Response Structure

Respondents are requested to structure their response in accordance with the chapters, questions and templates included in this RFI.

Responses should be clear, concise and supported by evidence where available. Respondents are encouraged to avoid generic marketing material unless it directly supports or explains the capabilities, experience or approach described in their response.

At minimum, responses should include:

- company and solution overview;
- completed response templates and matrices;

- description of relevant functional capabilities;
- description of technical and integration approach;
- description of Greek localization readiness;
- description of cadastral, geospatial, ERP and e-public integration capabilities;
- migration approach;
- indicative implementation approach;
- non-binding budget estimate and 5-year TCO indication;
- relevant references;
- key assumptions, exclusions, risks and recommendations.

6.2 Use of Templates

Respondents are requested to complete the tables and matrices provided in this RFI to the extent possible.

Where a respondent is unable to complete a specific field or table, the response should clearly state the reason and provide an alternative explanation or supporting information.

The purpose of the templates is to allow HPPC to compare responses consistently across different solution types, vendors and implementation models.

6.3 Clarification Questions

Respondents may submit clarification questions within the timeframe defined by HPPC.

Clarification questions should be submitted in writing to the contact point specified by HPPC. HPPC may, at its discretion, provide consolidated responses to clarification questions to all respondents.

[Insert clarification question deadline]

[Insert contact point / email address]

6.4 Submission Deadline and Format

Responses should be submitted by the deadline specified by HPPC.

[Insert submission deadline]

[Insert submission method / email address / platform]

Responses should preferably be submitted in editable electronic format, such as Microsoft Word, together with any supporting material in PDF, PowerPoint, Excel or other commonly used formats.

6.5 Follow-up Discussions or Demonstrations

HPPC may, at its discretion, invite selected respondents to participate in follow-up clarification meetings, solution presentations or product demonstrations.

Any such follow-up activity will be conducted solely for market research and information-gathering purposes and will not constitute a procurement procedure, evaluation process or commitment by HPPC.

6.6 Use of Information

The information submitted through this RFI will be used by HPPC for internal analysis, market assessment, budgetary estimation and preparation of a potential future procurement process.

The non-binding nature of this RFI, confidentiality considerations and related disclaimers are described in Chapter 1.