NRK MA-3131/18
PRODUCTION, RESOURCE PLANNING AND SCHEDULING

INVITATION TO PARTICIPATE
IN A TECHNICAL MARKET
DIALOGUE

1. INTRODUCTION

Norwegian Broadcasting Corporation Ltd, subsequently named NRK, invites you to participate in a technical market dialogue. Our objective will be to improve the process for production- and resource- planning and scheduling. This RFI process will help us understand the market and decide the scope and structure of the subsequent RFP. Today we may have introduced and unnecessary complexity in the organisation. Never the less; we need a better coordination of these areas:

- production planning
- project budgeting and reporting
- resource scheduling for people, equipment and facilities
- employee skill & availability
- inventory and asset management for production equipment and facilities
- actual work registration (time and attendance tracking)
- internal invoicing
- payroll calculations (variable salary and various time balances)

The overall objective of the project is to reduce complexity and to make more efficient use of our resources for publishing and content production.

As a governmental body governed by public law, NRK is required to comply with the Public Procurement Act and is therefore under obligation to follow the rules and regulations for public procurement. This sets some limitations on how the RFI process, and the subsequent RFP process, is conducted (see chapters 6 and 7 for more information on the RFI process).

1.1. About NRK

NRK is the public broadcasting corporation in Norway and offers the Norwegian public a wide range of content with three national TV-channels, 14 national radio channels and the website nrk.no. NRK is financed by means of a license fee, and is mandated to offer public broadcasting via radio, TV and the internet. The traditional use of radio and television has stable support among the public and the use of content on mobile platforms is rapidly increasing. Hence, NRK increasingly utilizes mobile platforms. The website nrk.no is the second biggest website in Norway, with 1.1 million daily users on average. NRK also provides the world's largest free to consume TV, radio archives and the most popular Norwegian online TV service.

With approximately 3500 employees, NRK is a nationwide business, and it is the largest media company in Norway. NRK is characterized by its diversity, which is partly reflected by the fact that over 120 professions are represented among the employees.

In addition to the HQ at Marienlyst in Oslo, NRK also has regional centres in Trondheim, Bergen and Tromsø, as well as regional offices ("DK –Distriktskontor") in Alta, Bodø, Ålesund, Førde, Stavanger, Kristiansand, Porsgrunn, Fredrikstad, Tønsberg, Drammen, Oslo and Lillehammer. Several of the regional offices also have one or more local offices ("LK –Lokalkontor"). NRK is also located in Mo in Rana with the License Office and Information Centre, as well as in Karasjok with NRK Sápmi.

For further information about the business, please refer to https://www.nrk.no/about/.

NRK Aktivum is a wholly owned subsidiary of NRK, located at Marienlyst and runs NRK's commercial activities. The company has approximately 20 employees.

For further information about the business, please refer to www.nrkaktivum.no.

2. FRAMEWORK AND PURPOSE

Any potential acquisition and implementation of a new solution for production, resource planning and scheduling must contribute to NRKs efforts to reach its strategic objectives. In the long-term strategy for 2017-2022, NRK states three strategic objectives:

1

NRK strengthens and develops the Norwegian democracy
- NRK contributes to a better understanding of the society, each other and ourselves
- NRK inspires us to be more inclusive and curious
- NRK strengthen Norwegian and Sami media diversity

2

NRK unites and engages everyone living in Norway
- NRK is close to the audience, and exists to everyone's benefit
- NRK is the depicter of Norwegian and Sami society
- NRK will create open meeting places, lasting experiences and build new understanding

3

NRK is a world-class publisher and content producer
- NRK will mirror the population in content and organization
- NRK will systematically develop a networked, innovative culture
- NRK will develop the best publishing and content competency in a digital world
- NRK will increase the share of resources for publishing and content production

NRK's long-term strategy is based on NRK's role in the society, as formulated both through the statutes approved by the Ministry of Culture and through the NRK placard set by the Parliament.

A new solution should certainly help make NRK more efficient, thus contributing to the goal of increasing the share of resources for publishing and content production. This is the main rationale for considering a new solution. However, a new solution could also make important contributions to other goals.

2.1. Project objectives

A project has been established to improve the process for production and resource planning and scheduling (more on the process in chapter 3). The project's overall objective is to:

Increase the share of resources for publishing and content production by, among other things, reducing unnecessary complexity in the organisation

The objective above is further explained by the following five statements about what the project is trying to achieve:

The project shall ensure that NRK…	In order to…
1 Operates more efficiently	Reduce time and resources spent on planning and administrative tasks. Automate many of today's manual tasks. Achieve better resource utilization.
2 Performs tasks in a more standardised way	Increase mobility, flexibility and cooperation among «planners» and administrative personnel in the process
	Stop using local small extra systems (Excel)

3 Integrated planning of internal and external resources	Make it easier to include external resources in the planning work, personnel and equipment.
4 Has access to better management information at the right time	Prioritize use of resources Utilise resources in a better way Reduce production costs
5 More easily shares information	Facilitate better cooperation between functions in the process

To a greater or lesser extent, a new solution is expected to contribute to all these objectives.

2.2. Objectives of the RFI process

NRKs wants a transition from a fragmented application landscape to an end-to-end solution for production, resource planning and scheduling, which is user friendly, efficient and fulfils NRK's needs to the greatest extent possible. NRK would like to find out if it could be done by acquiring a market leading off-the-shelf ERP solution and adapting our workflow to this solution. It is also important for NRK to avoid past mistakes of customising standard off-the-shelf software to the extent that it requires extensive configuration efforts in order to upgrade to new releases.

NRK wishes to open a dialogue with suppliers with relevant technical solutions and experience according to the descriptions in the following chapters, and that would like to participate in the subsequent RFP process and thus being willing to share their knowledge and experience on this matter.

The overall objectives of the RFI process is to:

- better understand the market – what technical solutions are suitable for NRKs needs, what potential suppliers are there and who usually implements these solutions
- gain useful insights about how a new solution can help improve the process and better address NRKs needs
- inform NRKs efforts to redesign the overall ERP-architecture

The insights NRK gains from the RFI process will help NRK to decide the scope and structure of the subsequent RFP.

The RFI process provides an excellent opportunity for suppliers to showcase their solutions and expertise to NRKs decision makers, and to have an opportunity to influence what the future RFP will consist of.

3. BACKGROUND AND CHALLENGES WITH THE CURRENT SITUATION

3.1. NRKs media content production

NRKs media content covers a broad spectrum of genres:

- Dramas
- Sports
- Documentaries
- Light entertainment

- Culture
- Content aimed at children
- Content aimed at youth
- News and live transmissions at major events

NRK historically produced content only for traditional linear radio and TV, but today produces media content for many different publishing platforms with the share of content produced for digital ones rising.
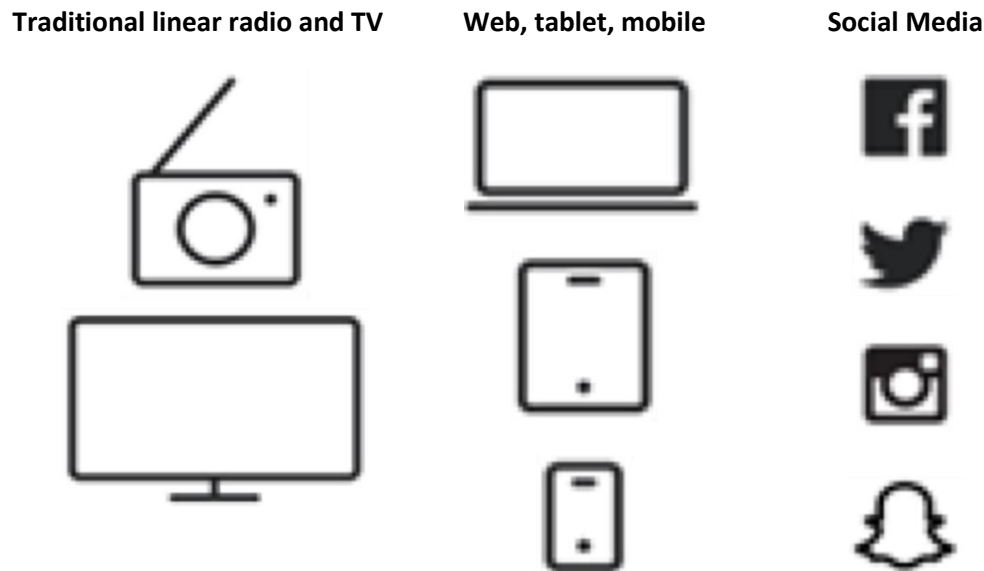
Traditional linear radio and TV   **Web, tablet, mobile**   **Social Media**

Figure 1: Illustration of platforms that NRK publishes media content to

3.2. How NRK has organised its media production

NRK has organized the business in:

- one broadcasting division (Media)
- four content-producing divisions (Marienlyst, District, News and Sápmi), which are again divided into several editorial departments with different responsibilities
- four support divisions (Technology, Strategy & Communication, Finance and Legal, Rights & Staff)

Content orders follow a simplified broadcasting model focusing on close dialogue between the broadcaster (content orderer in the Media division) and the content producers in the different editorial departments of the four content-producing divisions. Content orderer and editors come to a joint decision on what specific productions should be realised within the editor's genre-responsibility and with a specified budget, target groups and goals for the specific productions. The editors are then given the responsibility to realise the productions.

The editorial departments comprise "creative" staff such as executive producer, producer, director, director of photography, production manager, presenter/host, screenwriter, etc.

Most of the "production staff", such as camera operator, sound technician, lighting technician, editor, script, etc. are organised in the Production department in the Technology division. The Production department is a common resource that all editorial departments can order resources

from and use in their respective productions. The interface between editorial departments and the production department is where the largest share of NRKs internal invoicing occurs.

The production and resource planning and scheduling process spans many of the units in NRK, including all departments in the four content-producing divisions, and many departments in the other divisions.

3.3. Production forms – cooperation with external production companies

NRK produces content exclusively with NRK's internal resources, but NRK also produces content in cooperation with external production companies and NRK also buys pre-produced content from external companies. NRK engages in five forms of production along the internal-external dimension:

A. Internal productions
B. Internal productions with significant external contributions
C. External productions with significant internal contributions
D. External productions (without internal contributions)
E. Procurement of pre-produced media content

The contributions can be financial or in the form of time from staff, equipment and facilities.

The rest of this chapter deals with the process related to internal productions (A), which constitutes most of the business in the four content-producing divisions and the Production department in the Technology division. However, the other forms of production follow in part the same internal process, for those parts of the production that are carried out with internal resources.

3.4. Outline of the current process

Develop content ideas and order productions	Plan productions	Produce content	Follow up productions
Develop and pitch ideas	Plan detailed production budgets	Adjust plans along the way	Follow up and report on production finances
Plan the broadcast schedule and production portfolio	Develop the content concept and plan the production		Register actual work time and calculate variable compensation
Plan orders and production budgets and make decisions	Allocate staff and plan work schedules		Produce inputs to invoices of independent contractors
	Allocate facilities		
	Allocate equipment and plan the logistics		

Support processes

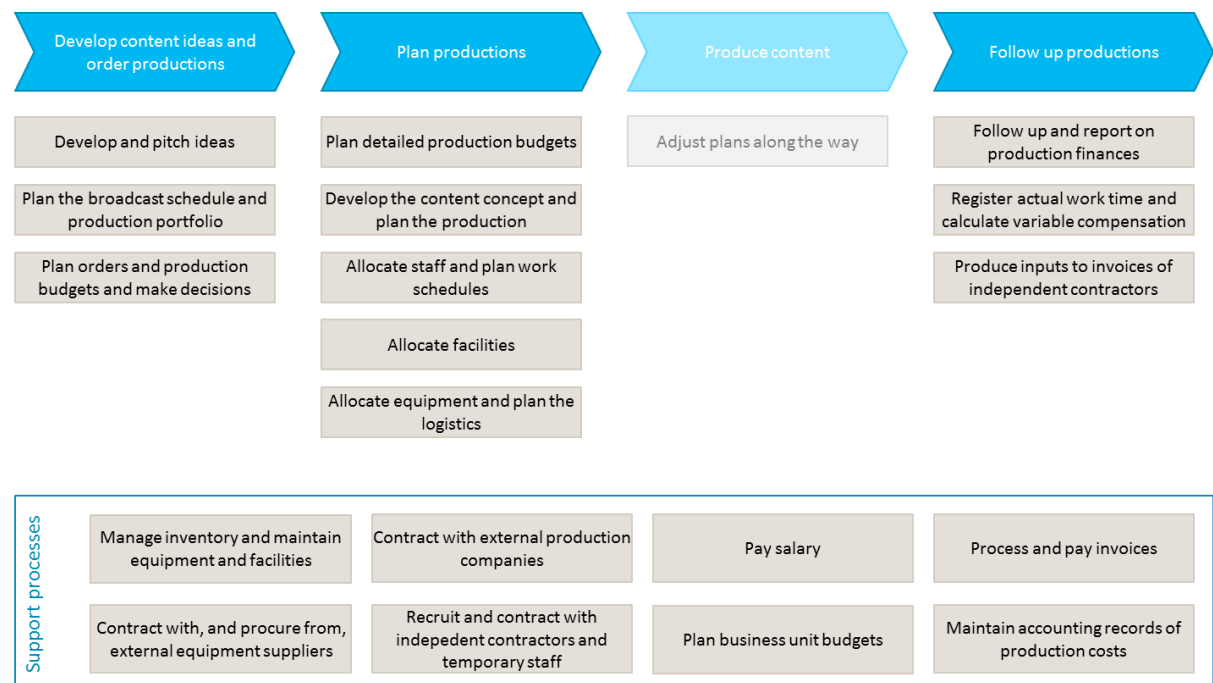| Manage inventory and maintain equipment and facilities	Contract with external production companies	Pay salary	Process and pay invoices
Contract with, and procure from, external equipment suppliers	Recruit and contract with indepedent contractors and temporary staff	Plan business unit budgets	Maintain accounting records of production costs

Figure 2 The planning process' phases and sub-processes, as well as key support processes and other adjoining processes

Today's process is characterized by a broad spectrum in the way the resource planning workflow is carried out, from news productions made day by day, to major drama productions with production times of up to several years. Between these extremes, you can find, for example, documentaries, magazine-based productions, multi-camera studio productions that are broadcast live or as recordings, as well as smaller single-camera productions. Short-term news productions naturally have quite different planning needs than long-term drama productions. In addition, many productions are published on several different publishing platforms, both traditional linear ones and digital ones.

Many productions deliver content to regular programs, such as daily news broadcasts, documentaries and entertainment programs. These constitute a significant proportion of NRK's content production and is largely renewed from season to season. These productions are predictable and to a large extent have fixed resource requirements.

NRK also has many non-repetitive productions of different kinds, such as many of the drama productions and event productions that are planned as standalone projects.

The vast majority of productions, regardless of character, will nevertheless touch upon many of the activities in the process illustrated in the figure above.

3.4.1. Input to the process

In this context, the most important output of the strategy process is NRKs audience strategy, which constitutes the key input to the production and resource planning and scheduling process, on which all production planning is based. The audience strategy describes, among other things, NRK's ambitions for content production and the target groups to be prioritised in the coming planning period.

3.4.2. Challenges with the current content ordering process

Unsuitable IT application for the ordering process

The entity ordering media content use a case management system called SuperOffice to document and archive content orders, but the various editorial departments and the Production department do not have access to SuperOffice. Thus, the order is handed over to the editors as a pdf copy from SuperOffice. The Production department may not receive the relevant information until it receives a resource request for a specific production at an editorial department. This results in an inefficient flow of information and lack of transparency, duplicated work because central information about the productions is manually inputted in several separate IT applications and documents, as well as weak process support associated with the ordering of content production.

Lack of IT application for portfolio management

Content orderer work closely with the Analysis department, media managers and channel managers when performing portfolio management. To gain insight into how content is received by the audience and what it takes to produce and deliver content, viewer statistics, surveys and a detailed program account is produced on a regular basis. This is used to consider portfolio adjustments, as inputs to audience targets for individual content orders, and it is used to assess how published content was received relative to its goals. However, it remains to combine this in an overview and use it systematically as part of NRKs portfolio management, and a good IT application to support this is lacking in NRK.

3.4.3.   Challenges with the current planning process

Too many IT applications for the planning of work schedules

NRK has two main systems for planning repeat work shifts and non-recurring work schedules, and Excel is also used extensively in some parts of the organisation. This means that there is no overview, which makes it more challenging to achieve overall coordination and high resource utilisation. Thus, cross-departmental collaboration becomes more challenging. In addition, it contributes to the fragmentation of IT application management and a dependence on specific IT professionals as observed in the IT unit.

Lack of functionality for digital distribution of work schedules to staff

In the current situation, staff in certain editorial departments have to access the scheduling application via a computer in order to look up their work schedule, or their planner has to send the schedules manually via email. This is not a satisfactory solution for distribution of work schedules.

Lacking process support with regards to the labour agreement

The applications for planning does not fully support staff coordinators in scheduling working hours that comply with the labour agreement. In order to ensure compliance, staff coordinators must have total knowledge about every detail in the labour agreement and manually keep track of this while preparing the work schedule, or they may use a separate Excel model to check if the plan complies with the agreement. Several planners elect to use their own Excel model to generate the work schedule, and only enter the results into the planning systems.

Lack of functionality to "try out" different schedules or undo changes

One planning application is missing functionality that allows planners to "try out" different schedules before they are published. The applications are always live, and employees can see all changes being made continuously. There is also no possibility of undoing changes if you unintentionally change something. Both factors raise the threshold for using the IT applications, so that only experienced operators dare make changes to the schedules. It also contributes to planners wishing to use Excel models for planning and only register the schedules in the applications when the schedules are considered final - usually associated with notice periods for employees, e.g. four weeks ahead of time.

Lack of functionality for staff to digitally request or suggest changes in work schedules or to show their availability

Today's planning applications do not allow staff to request or suggest changes to their work schedules digitally or for temporary hires and individual contractors to show their availability, e.g. if two persons have agreed to switch days in the work schedule for personal reasons. For temporary hires and individual contractors, the planners with a need for extra assistance, have to call around and ask associated externals whether they are available on the specific day or period in question. This is inefficient and time consuming for the planners.

Lacking functionality to create user friendly views of work schedules and available staff

Especially news production with its short-term focus has a strong need for simple, informative and flexible views on the work schedule for the current or next day, which clearly shows who is working on what, what competencies they have, whether what they are working on is a "broadcast-critical" task, and who else are available in case of an emergency, e.g. staff that are off work but on standby, associated temporary hires and individual contractors. NRK does not have a satisfactory solution for this today, and instead create manual lists in Word or Excel for

each day. Large productions also have a need for these views when they are in production, in order to coordinate with everyone who is working on the production from day to day.

Lacking IT functionality for allocation and administration of production equipment

NRK uses one planning system to allocate large, expensive production equipment as well as facilities, while much of the smaller equipment, such as most lighting and audio equipment is planned in a separate proprietary equipment application. In addition, there are numerous small production equipment and consumables that are not managed in any IT application whatsoever, and where the inventory is managed completely manually.

Missing functionality for avoiding the booking of defective equipment

NRK lacks an efficient solution for reserving defective equipment or equipment being serviced, in order to prevent someone from booking the equipment on a job before it is made available again. This requires manual handling in the current process.

Unsuitable IT application for production budgeting

Current application for production budgeting is not sufficiently user friendly that planners elect to use it for the planning of production budgets, and because it does not contain accounting figures, it cannot be used for follow-up.

3.4.4. Challenges in the follow up of productions

Too many IT applications for time tracking

NRK has too many IT applications for time tracking, with accompanying integrations, all of which must be maintained.

NRKs most commonly used IT applications for time tracking are not designed for employees to register their own hours

The systems lack a feature that makes it easy for employees themselves to register actual working hours. Accordingly, there is a need for intermediate solutions based on paper forms, email, etc., and that an administrative staff registers actual working hours on behalf of employees.

External contractors are not included in NRKs time tracking routines

External contractors do not register their own working hours in NRK's IT applications. In order to prepare invoice data for contractors, and to acquire early information about the "true" number of working hours spent on production, the internal contracting entity must manually keep track of how many hours the contractors have worked.

There is a lack of IT functionality for preparing the inputs to invoices for independent contractors

As external contractors do not register their hours in NRK's IT applications for time tracking, NRK has no systematic data capture of "external hours". Additionally, IT functionality for preparing inputs to invoices for independent contractors is lacking.

Production budgets and accounts are not combined in one IT application

Project budgets and accounts are combined in a common report in the business intelligence application, but the accounts are not available where the budget is prepared. Additionally, some planners prefer to prepare their production budgets in Excel, and only register their budget in the system when they are final, and also wish to follow-up the budget in their Excel model. This results in manual work to export the accounts and combine it with the budget in Excel for

follow-up purposes. Thus, a good project budget application, which the planners also wish to use to follow up the production finances, is wanting.

> *Delays in important management information*

It is a challenge that accounting transactions are made available late, so that many important cost factors can be more than a month late. Consequently, many project and production managers with responsibility for project finances feel the need to manually maintain "shadow accounts" in Excel.

3.4.5. Summary of the main challenges in the current process for production and resource planning and scheduling

The sum of all the challenges described above indicate that:

- Resources are not being utilised optimally.
- The workflow appears inefficient and characterized by unnecessary manual work.
- It is difficult to get a comprehensive overview of the allocation of resources.
- The process appears to be fragmented and silo-oriented where several departments are involved.
- The IT landscape related to the process is fragmented, poorly integrated and some are outdated and, thus, provide insufficient process support and lead to extensive use of local Excel models and duplication of work.
- The flow of information is inefficient and there is a lack of transparency.

3.5. Current IT-landscape

NRK uses many different IT applications and locally developed Excel models to perform the tasks of production and resource planning and scheduling. These applications are hosted on-premise and maintained by NRKs IT-personnel. There are several integrations between these systems, mostly 1:1 integrations based on database links and file transfers.

NRK has recently implemented the ERP solution Unit4 Business World (UBW) for financials, HR and payroll, and Eye-share for incoming invoices. The UBW and Eye-share solutions run in an ASP-environment hosted by EVRY. Integrations between in-house systems and SaaS/Cloud-systems go through NRKs integration bus, which was developed by NRK based on open source code.

NRK has also recently created a technology plan as a roadmap for IT. We are now in the process of detailing how these plans can be realized. The core of the plan is to consolidate, integrate and modernize our IT landscape, and also evaluate various services for outsourcing. One of the areas up for consideration - is how we can replace our old ERP solution - Maconomy. Today this is used for procurement, project budgets, time and part-time tracking and processing of internal invoicing transactions. We would like to see how this system can be terminated and possibly transferred to other systems / applications and of course see it in the context of this RFI.

4. SCOPE AND NEEDS FOR THE SOLUTION

4.1. Preliminary scope of the contract

NRK is uncertain about the scope of the upcoming RFP and would like to better understand what the market normally relates into this type of solution.

4.2. Preliminary scope of the solution

Planning tasks are carried out by many different roles in many different functions, with different needs and preferences for the solution. NRK needs a solution that facilitates an efficient workflow in and across all phases of the process and the various divisions, functions and roles involved in the process. There is a need for both ongoing planning and scheduling of individual projects and individual resources, as well as planning and scheduling of the entire production portfolio and overall capacity planning.

It is NRKs ambition that the new solution will replace several existing IT applications used in the process and is considered a central part of the efforts to consolidate, integrate and modernise the IT-landscape in NRK.

NRK wants suppliers' suggestions on how best to solve NRK's challenges and needs. The overall functionality that NRK currently believes should be solved by the new solution can roughly be categorised as follows:
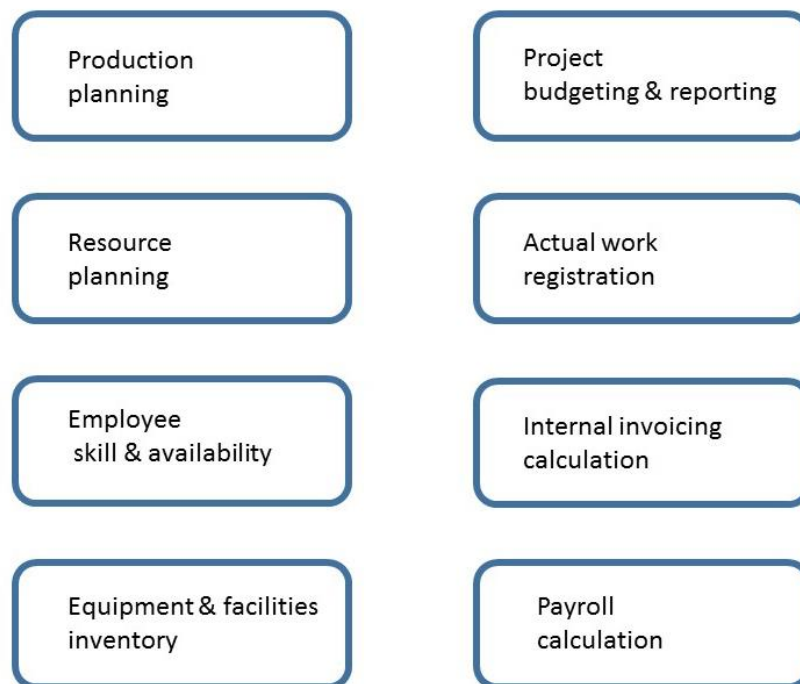

Production planning	Project budgeting & reporting
Resource planning	Actual work registration
Employee skill & availability	Internal invoicing calculation
Equipment & facilities inventory	Payroll calculation

Figure 3: Illustration of NRKs overall functional needs

Production planning

End-to-end planning of media content production.

Resource planning

Planning of all resources needed in media content production. People, facilities and equipment. This extends to both recurring work shifts, and non-recurring work plans and it applies to internal NRK resources as well as temporary hires and individual contractors.

Employee skill and availability

Easily searchable overview of available staff, associated temporary workers and individual contractors with their competencies and experiences.

Equipment & facilities inventory

Scheduling of all production equipment and facilities, a total inventory overview and a solution for managing inventory and keeping track of equipment.

Project budgeting and reporting

Project management, including budgeting, forecasting and reporting of actuals, deviations and explanations, related to media content production.

Actual work registration (time and attendance tracking)

Time and attendance tracking. A digital solution for employees, temporary workers and individual contractors to register actual working hours and deviations from planned working hours.

Internal invoicing

Calculations and transactions in order to facilitate internal invoicing.

Payroll calculations, variable salary and various time balances

Automatic calculation of variable salary and various balances such as vacation, absence, flexitime, frequent weekends, etc. based on the rules of the labour agreement.

5. RFI QUESTIONS

Administrative provisions regarding the process are described in chapter 7. The RFI questions listed below are those that are of particular interest to NRK, to gain a better understanding of the potential of a new solution as well as how a future RFP should be structured. NRK is open minded about what kind of solutions would best solve NRKs needs.

5.1. Questions

1. How could you best address NRKs challenges and needs as described in chapters 1-4. NRK is interested in learning more about whether it is wise to solve all of NRKs described needs in one ERP-suite. Will it be possible to acquire a market leading off-the-shelf ERP solution and adapt our workflow to this solution. It Cf. 2.2? NRK also expects some thoughts on how the supplier envisions its solution be integrated with the other IT-applications in NRK, e.g. UBW Financial and HR & Payroll.

2. What scope would be best based on a cost/benefit perspective?
   Given our perspective to consolidate, integrate and modernize IT landscape in NRK, what would be the gain by expanding or reducing the scope?

3. What software delivery models can NRK expect, e.g. on-premise, hosted single-tenant, multi-tenant?

4. What aspects of the preliminary scope and the needs expressed are, in your experience, particularly difficult or expensive to include?

5. What is your recommended support / service model for the suggested solution, including a brief description of what tasks NRK will have regarding support, application management, infrastructure services, etc.?

6. Based on your experience with this type of solution, what is the best or most common practice concerning the scope of products or services included in an RFP contract?

7. What type of price model can NRK expect or can we choose several? Which is the most common?

8. What is the best way to address EUs General Data Protection Regulation (GDPR)? Would you comply?

The RFI material provides an overview of NRKs process for production and resource planning and scheduling. As previously stated, NRK's main objective is to learn as much as possible from the market before deciding on the scope of the RFP process. Hence, NRK highly encourages you to provide any other advice or guidance based on the received RFI material that you believe will help NRK to reach its goals.

5.2. Instructions for the supplier's response

The suppliers are encouraged to prepare a presentation or a response to NRK and ask for an individual meeting.

- Suppliers may structure and format their response as they like. It is nonetheless important that they formulate their response in a way that will provide recognition and value to NRK and the process.
- When preparing their response, suppliers should closely examine and use the information provided in chapters 1-4. It should be easy for readers to see how the solution described in the supplier's response addresses the presented challenges, overall objectives, scope and needs.
- NRK is not interested in generic market material, unless the supplier considers it to be of high relevance and value to NRK.

6. EXECUTION OF THE TECHNICAL MARKET DIALOGUE

The objective of the RFI process is described in chapter 2.2. As mentioned in the introduction in chapter 1, NRK is obligated to follow the rules and regulations for public procurement. This sets some limitations on how the RFI process, and the subsequent RFP process, is conducted. This chapter will explain how the marked dialogue will be conducted.

6.1. Market dialogue

NRK will conduct the technical market dialogue as follows:

- NRK will arrange an **open information meeting** on the 29th of May, with suppliers who have registered for participation. The final agenda for this plenary meeting will be published later. A tentative agenda for the meeting is as follows:
    - Presentation of NRK's challenges and needs. Suppliers will have a chance to ask follow-up questions.
    - Q & A session based on questions submitted by suppliers in advance of the plenary meeting.
    - A short explanation of the procurement process
- NRK will hold **individual meetings with suppliers** who request it, with the opportunity to expand and further clarify both NRK needs and suppliers' suggestions for possible solutions. Suppliers who want to meet NRK are asked to write a short brief, a quarter or a half page, on why they are relevant to us in this RFI process. This should be sent to NRK before the 25th of May. Based on the received responses, NRK will invite a selection of suppliers to participate in individual meetings with NRK as soon as possible following the plenary meeting, tentatively the 29th, 30th and 31st. These individual meetings will be the supplier's opportunity to present their feedback to NRK based on RFI-questions listed in chapter 5.
- Possible **extended dialogue** later in the RFI process. NRK will consider various alternatives and may follow up with further questions or ask for feedback on whole or parts of the RFP specifications.

With the use of this technical market dialogue, NRK will aim to fulfil the basic requirements of equal treatment set out in the laws and regulations governing public procurement, so it prevents that any supplier is given a specific competitive advantage by:

- Biasing the requirements in the subsequent tender documents to its advantage
- Influencing the structure of the tender documents to its advantage
- Achieving greater insight about the actual conditions
- Achieving a greater understanding of customer requirements

In summary, NRK seeks to avoid giving information, or using information received, in a manner that provides individual suppliers with a competitive advantage. To counteract such imbalance, NRK will strive to provide the same information to all suppliers.

NRK may change the RFI document at any stage of the RFI process, if that is deemed necessary to better understand the market and/or to improve the descriptions of the presented needs. This includes adding new RFI questions.

6.2. Time schedule for the RFI process

The procurement process is scheduled to be completed according to the tentative and overall milestone schedule as given in the table below.

	Activity	Date
RFI	Announcement of Prior notice	30 April 2018
	Deadline for submitting questions	22 May 2018
	Deadline for requesting 1:1 dialogue with NRK	25 May 2018
	Deadline for registration for the public information meeting	28 May 2018
	Public information meeting with registered suppliers held at NRK's HQ in Oslo	29 May 2018 09:30 CEST (UTC+2)
	1:1 dialogue with a selection of suppliers	29 May – 31 May 2018
	Possible extended dialogue with suppliers	weeks 30-37
	Whole or parts of the RFP specification sent to the participants for consultation (tentative)	Q4 2018
RFP	Invitation to participate in RFP (indicative)	Q4 2018 / Q1 2019
	Signing of contract (indicative)	Q2/Q3 2019

Table 1: Time schedule for the RFI process

More precise and detailed time schedules for the RFP process will be announced in the qualification-/tender documents that will be distributed with the RFP announcement.

7. ADMINISTRATIVE PROVISIONS

Below you will find the administrative provisions for the suppliers.

7.1. Announcement

This prior announcement has been published 30 April 2018 at www.mercell.no (with reference NRK-MA3131/18) and at www.doffin.no as well as at TED (www.ted.publications.eu.int/official)

The announcement of the Procurement process (RFP) will be conducted separately after the completion of the technical marketing dialogue.

7.2. General

This procurement process is managed via the Mercell portal (www.mercell.no). In this portal, the suppliers will be able to register for the information meeting, submit questions and any written RFI response. Subsequently the RFP process will also be conducted in this portal. Unless otherwise agreed – all communication concerning this procurement will made in this web-portal. Those who do not already have a user account for the Mercell portal can easily get started by going to www.mercell.no.

NRK will wish to use, but is not limited to, one or more of the Norwegian standard contracts (SSA) to manage the final scope. These standard agreements can be viewed at https://www.anskaffelser.no/it/statens-standardavtaler/statens-standardavtaler-ssa. More information regarding contracts will be sent to the qualified and invited suppliers as part of the subsequent RFP process.

NRK is planning to use a negotiated procedure in the upcoming RFP process.

7.3. Confirmation of participation in the RFI process

Suppliers are asked to confirm that they have received the RFI-invitation, and intend to participate in the RFI process, through the procurement portal www.mercell.no by using the button "I want to respond", preferably within 10 days of the announcement.

You are also required to use the communication module in the Mercell portal to send us a message with name, position/function and company name of the persons intending to attend the plenary meeting. Please note that NRK reserves the right to exercise discretion about the number of participants form each supplier.

Explicitly; you are not required to upload any documents in this stage of the RFI process, even if the portal may generally indicate such.

7.4. Questions, clarifications and communication

Any questions regarding the RFI/procurement process should be addressed through www.mercell.no. Inquiries should be marked with case number: NRK MA3131/18

Incoming questions will be reviewed and answered in a general and anonymous manner and will be continuously distributed via www.mercell.no, where an email notification will be submitted to the registered contact persons. The deadline for questions is stated in chapter 6.2.

Other inquiries cannot be expected to be answered. Attempts to acquire information or to influence NRK´s employees involved in the procurement process may lead to rejection or a cancellation of the competition.

For questions on the use of Mercell Pro refer to Mercell Support on telephone +47 21 01 88 61 / +47 21 01 88 00 or email: support@mercell.com.

7.5. Language

All communication in relation to this RFI will be in either English or Norwegian.

7.6. Confidentiality

NRK will treat all information suppliers regard as trade secrets confidentially, limited by what must be disclosed according to Norwegian law.

NRK accordingly expects suppliers to treat information received from NRK related to this procurement confidentially.

7.7. Cost of participation

Suppliers participate and prepare for the dialogue at their own expense and risk. NRK does not undertake any financial responsibility for the invested effort or other costs in relation to the RFI process.

The same applies for the RFP process, if the outcome of this RFI ends up in an RFP.

7.8. Cancellation

NRK reserves the right to cancel any part of this process if there are any objective reasons for this.