



NRK MA-3131-18E

Production management system

BASIS FOR QUALIFICATION – NEGOTIATED PROCEDURE

Norwegian Broadcasting Corporation Ltd. (NRK)

Bjørnstjerne Bjørnsons Plass 1

N-0340 OSLO, Norway

Switchboard: +47 23 04 70 00

Website: www.nrk.no

Norwegian Business Registration NO976 390 512

Table of Contents

1	Introduction.....	3
1.1	About NRK.....	3
2	About the procurement	4
2.1	Background and purpose.....	4
2.2	Scope of procurement.....	4
2.3	Business processes not in scope.....	5
3	Current system overview	6
3.1	Current main scheduling solutions	6
3.2	Current main time tracking solutions.....	6
3.3	Current production budgeting solution.....	6
3.4	Current production equipment inventory solution	6
4	Procurement procedure	7
4.1	Contract notice.....	7
4.2	Time schedule	7
5	Qualification requirements	8
5.1	European Single Procurement Document (ESPD).....	8
5.2	National rules of rejection.....	8
5.3	Mandatory documentation requirements.....	9
5.4	Organisational and legal position	9
5.5	Economic and financial situation	9
5.6	Technical and professional capacity	10
6	Requirements for the application.....	13
6.1	Language.....	13
6.2	The structure and the content of the application.....	13
6.3	Submission of request for qualification.....	14
7	Amendments and recall	15
8	NRK's processing of requests for qualification.....	16
8.1	Opening.....	16
8.2	Evaluation of the qualifications.....	16
8.3	Selection criteria.....	16
9	Other provisions	17
9.1	Communication regarding the procurement.....	17
9.2	Confirmation of intent to participate	17
9.3	Corrections, addenda or change of the basis for qualification.....	17
9.4	Confidentiality and freedom of information	17
9.5	Cost of participation in the competition	18
9.6	Cancellation of the competition and complete call off.....	18
9.7	Tender Documents	18

1 INTRODUCTION

Norwegian Broadcasting Corporation Ltd., subsequently named NRK, invites interested contenders to request for participation in a restricted negotiated procedure to offer a production management system (hereby referred to as “Solution”). The Solution shall support the end-to-end process of planning and managing content production, from initial idea to finished product ready for publishing, including allocation, scheduling and management of people, equipment and facilities. The Solution shall support all content production across the entire NRK organisation and will, thus, be used in large parts of the organisation.

1.1 About NRK

NRK is the main public broadcasting corporation in Norway with main responsibility to produce and distribute radio and television programs for the entire Norwegian population. NRK also delivers a comprehensive portfolio of content on web, mobile and text-TV.

NRK has three main television channels, (NRK1, NRK2 and NRK3/NRK-super in HD), eleven regional TV-channels, three main radio channels (NRK P1, NRK P2 and NRK P3), several niche and regional radio channels and services, and an extensive on-demand service (nrk.no). It is estimated that NRK provides 250 hours of linear TV long-form content and 1100 hours of linear radio content each week. Historic content from NRK’s TV- and radio archives will add to this.

NRK is present nationwide, including 15 regional offices, and is the country's largest media company. Presently NRK employs approximately 3,450 people.

For more information please visit www.nrk.no.

2 ABOUT THE PROCUREMENT

2.1 Background and purpose

The purpose of this procurement is to enter into a contract with one financially solid and otherwise competent contractor for a new Solution that will provide NRK with a simplified, robust and future-proof solution that can grow flexibly over time, reduce risk and cost, and improve the workflow.

The main objective for the project is to improve the process of production management in order to increase the share of resources for publishing and content production. A new IT solution that will renew and streamline the production management for all content production planning throughout NRK is central to achieving this. The main objectives for the new Solution are to:

- Digitise and automate planning tasks wherever suitable
- Simplify and standardize the process across NRK
- Better facilitate intra-organisational collaboration
- Facilitate better decisions by providing better management information
- Implement a more user-friendly solution
- Contribute to reducing the number of IT-Solutions in NRK
- Better integrate the new Solution with other applications

Please take extra note of the fact that NRK intends to procure this system as a service (SaaS) with a subscription-based payment model (more on this in SSA-T Appendix 1 chapter 3.5). Furthermore, NRK expects that the implementation will be in phases. Initially NRK intends to procure and establish a basis production management system. If this is successful, NRK intends to proceed to implement further extensions to cover more of the final scope.

2.2 Scope of procurement

NRK shall procure, configure and implement a new end-to-end system covering business processes within managing and planning of all content production in NRK nationwide. Planning includes content development, resource managing, scheduling and allocation. Resources include people, facilities, equipment and services.

Time tracking and calculation of different compensations based on labour rules is an important part of the solutions. Compensations is sent to the payroll system (U4BW) for pay-out. Production cost tracking is another important feature needed.

Managing and 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, functions and roles involved in the process. There is a need for both ongoing managing and scheduling of individual projects and individual resources, as well as planning and scheduling of the entire production portfolio and overall capacity planning.

This procurement is supposed to cover all production planning needs at NRK. Hence a solution with standardized interfaces and integration protocols, that can deliver the most comprehensive and simple solution while still being able to cover the specified needs is considered a capable contender.

NRK acknowledges and appreciates that the systems covering this market may have different approaches and may solve the functional challenges in different ways.

NRK expects to enter into a long-term contract, as the solution is an important investment and very important for the ability to produce content efficiently.

The Contractor shall have the sole responsibility for operating the system and application management including maintenance according to SSA-V. It is NRK's preference that the solution is delivered "as a service" (SaaS) with a subscription-based payment, delivered from a private cloud hosted by the Contractor, alternatively hosted by NRK. Thus, the Contractor undertakes the responsibility to operate and maintain the IT solution, including user support, new integrations, new versions and further development, etc.

Furthermore, NRK expects, that the implementation will be made in phases, starting with a limited scope of the production management system (pilot). Upon successful pilot, NRK intends to proceed the implementation to cover the remaining scope.

2.3 Business processes not in scope

In a best effort to clarify the process scope, the following list attempts to summarize some business processes that are **not** in scope:

- Broadcast scheduling and management
- Payroll (except for the calculation of variable compensation which is part of the scope and described in SSA-T Appendix 1 chapter **Feil! Fant ikke referansekilden.**)
- HR (except for certain related activities as described in SSA-T Appendix 1 chapter **Feil! Fant ikke referansekilden.**)
- Finance (except for project related financial activities such as project budgeting, forecasting and accounting as described in chapters SSA-T Appendix 1 **Feil! Fant ikke referansekilden.-Feil! Fant ikke referansekilden.**)
- Procurement

Consequently, applications for these business processes will be retained, and the new Solution must integrate with these where necessary to ensure integrated processes and data flow. NRK has the following applications pertaining to these business processes:

- an ERP-system that supports HR, payroll and finance from U4BW (Business World On!)
- an incoming invoice handling solution from Eye-share
- a broadcast management solution from Mediagenix (What's ON)
- and NRK also has a data warehouse and BI solution from Oracle (OBIEE)

3 CURRENT SYSTEM OVERVIEW

NRK uses many different IT applications and locally developed Excel models to perform the tasks of production management, 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 integration based on database links and file transfers.

NRK has recently implemented another ERP solution Unit4 Business World (UBW) for financials, HR and payroll, and Eye-share for incoming invoices. These systems will be retained. 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.

The new system is expected to incorporate all tasks mentioned in 3.1-3.4.

3.1 Current main scheduling solutions

MediaPulse from Xytech Systems is used for scheduling in parts of the organisation. Other parts uses X9 (NRK proprietary system), and some use Excel spreadsheets etc.

3.2 Current main time tracking solutions

NRK mainly uses a proprietary system developed by NRK (X9) for time tracking, calculation of compensations, travel days, flex time, weekend breaks and time off. But Maconomy and U4BW is also used for parts of these tasks.

3.3 Current production budgeting solution

Production budget work is mostly done in Maconomy, but Excel spreadsheets is also used. Financial reporting is done in Oracle Datawarehouse (OBIEE).

3.4 Current production equipment inventory solution

Production equipment and facilities has no common inventory solution. Part of the equipment is registered in a proprietary system (ROAD), other parts (studios etc) is registered in MediaPulse. The rest has no system solution, only manual lists.

4 PROCUREMENT PROCEDURE

This public procurement is conducted as a negotiated procedure in accordance with the Norwegian Procurement Act of 17. June 2016 (Anskaffelsesloven) and the Regulations on Public Procurement No. (Anskaffelsesforskriften) FOR 2016-08-12-974, section I and III - above the EU threshold values.

NRK reserves the right to reduce the number of proposals to be subject to negotiation. A reduction may take place before the negotiations start, or after each of the negotiation stages.

Contenders are expected to possess the necessary knowledge of the general public rules and regulations applicable to the public sector purchases in Norway and the EU. Any omission or mistake in any way whatsoever with reference to this does not give the contender any right to an additional claim.

4.1 Contract notice

The procurement is publicly announced at www.mercell.no (reference NRK-MA3131/18E), www.doffin.no and TED (www.ted.publications.eu.int/official).

The procurement has also been subject to a Prior Information Notice (Doffin reference: 2018-243378 , TED reference: 2018/S 085-192553). In this matter NRK has conducted a market dialogue with potential contractors. Please also refer to “MA3131-18E Attachment 1 RFI summary” for information issued by NRK.

4.2 Time schedule

The procurement is scheduled to be completed in accordance with the tentative and high level time schedule provided below.

Milestone/activity	Date
Announcement of Contract Notice and invitation to request for qualification	28. January 2019
Deadline for submitting questions	21. February 2019
Closing date for submitting request for qualification	27. February 2019 at 12 noon CET
Notification of the result of the qualification and selection.	Week 12
Closing date for submitting questions concerning the tender documents	24. April 2019
Closing date for submitting written tender proposal	30. April at 12 noon CET
Evaluation and negotiation period	Week 19-21
Contract award	Week 25

The contract will be signed after the expiry of the standstill period following the contract award notification.

5 QUALIFICATION REQUIREMENTS

This chapter contains qualification requirements. They are regarded as minimum requirements that all must be fulfilled in order to participate in the competition.

5.1 European Single Procurement Document (ESPD)

As a preliminary documentation for the fulfilment of qualification requirements and that there are no grounds for rejection, the contender and any subcontractors must validate / fill out the ESPD form in Mercell. The form will automatically be attached to the submitted request for qualification.

As this is a negotiated procedure NRK will also require the documentation on the fulfilment of the qualification criteria to be provided as part of the application in accordance with the following sections of this chapter. Please note also that national grounds for rejection apply.

5.2 National rules of rejection

According to ESPD Part III: Grounds for Rejection, Section D: "Other rules for rejection set out in the national law of the Contracting Member State": The Norwegian procurement rules goes beyond what follows from the grounds for refusal set out in the EU Public Procurement Directive and in the standard ESPD form. It is therefore emphasized that in this competition, all the national rules for rejection in the Procurement Regulations (Anskaffelsesforskriften) section 24-2, including the solely national rules for rejection, apply.

The following rules for rejection in the Procurement Regulations (Anskaffelsesforskriften) section 24-2 are solely national rules for refusal (non-approved translation):

- § 24-2 (2). In this provision, it is stated that the contracting authority shall reject a supplier when he is aware that the supplier is legally convicted or has accepted a fine for the specified criminal offenses. The requirement that the client rejects suppliers who have accepted a penalty for the specified criminal offenses is a special Norwegian requirement.
- § 24-2 (3) letter i. The rules for rejection in the ESPD form apply only to grave errors in the exercise of a profession, while the Norwegian rules for rejection also include other serious errors that may cause doubts about the supplier's professional integrity.

5.3 Mandatory documentation requirements

Qualification requirement	Documentation requirements
Q 01 – The Contender should not have substantial tax remarks related to payment of taxes to the public.	<p>Company tax certificate. Documentation on the tax on the employer's salaries and VAT paid from "kemnerkontor" (Norwegian form RF-1244 should be used). The certificate must not be dated earlier than 6 months following the deadline for submission of application.</p> <p>Any arrears must be explained.</p> <p>The requirement is only mandatory for Norwegian Contenders, but international Contenders are encouraged to submit similar documentation.</p>

5.4 Organisational and legal position

Qualification requirement	Documentation requirements
Q 02 – The Contender shall be a legally registered business.	Certificate or equivalent documentation showing that the Contender is registered in a public register in their home country.

5.5 Economic and financial situation

Qualification requirements	Documentation requirements
Q 03 – The Contender shall have sufficient economic and financial capacity to fulfil the contractual obligations.	<p>The Contender's economic and financial situation should be documented with the following information:</p> <p>Financial statements for the last three fiscal years including P&L statement, balance sheet, board of directors' annual report and external auditor's report (or equivalent).</p> <p>Any recent information of relevance, e.g. quarterly reports.</p> <p>If the contender relies on other enterprise's capacity in order to fulfil the qualification requirement, the enclosed "Declaration of commitment" from the relevant subcontractor(s) or co-operating enterprises shall be filled out and submitted, signed by a duly authorised representative from the actual third party/parties. Similar documentation as requested above must also be submitted for the other enterprise.</p> <p>NRK will obtain a solvency assessment of the Contender's economic and financial situation through Experian. If the Contender also would like to provide their own – it must:</p>

Qualification requirements	Documentation requirements
	<ul style="list-style-type: none"> • be based on the most recent annual or later financially relevant information • provide information on credit worthiness and the degree of bankruptcy risk • not be dated later than 3 months prior to the closing date for submission of request to participate.

5.6 Technical and professional capacity

Qualification requirement	Documentation requirements
Q 04 Previous experience – The Contender shall have good experience from previous similar and relevant deliveries.	<p>Documentation of at least two the most recent and important deliveries in the previous five years.</p> <p>The documentation must provide for:</p> <ul style="list-style-type: none"> • customers' name and contact information • delivery scope and delivered solutions and services. Explain how they are relevant • value and duration of the delivery • Description of project implementation (e.g. phases, organisation, methodology) • statement of whether the delivery has been performed by the Contender alone or with the help of subcontractors/co-operating enterprises. If not alone, you must specify the percentage performed by other than the Contender. <p>NRK reserves the right to make necessary inquiries about the relevance of the documented deliveries in order to get a complete picture of the Contender's capabilities.</p> <p>NRK should be able to contact the references directly without further approval from the Contender.</p>

Qualification requirement	Documentation requirements
<p>Q 05 Competence and Capacity – The Contender shall have the capacity and the expertise in relation to the products and services offered.</p>	<p>Documentation of the organisational, professional and technical qualifications of the contender, whether it belongs to the Contender itself or subcontractors/ co-operating enterprises, listing the number of personnel that can be made available for the execution of the contract. The contender shall:</p> <ul style="list-style-type: none"> • Start with an overview of the professional competence and experience offered (One page). • Give a description of the Contender's organisation and the resources the Contender has at his disposal for the fulfilment of the contract. • Give a description of the support and maintenance organisation for this type of delivery, including location and roles. • Specify the number of employees, and their experience and certification level per area. Furthermore, who will be made available for the fulfilment of the contract with regards to; the delivery of the project; the subsequent service support and maintenance; remote operation; and service-based deliveries. • The Contender shall specify turnover in percentage terms for employees and managers for the past three years. <p>It must be identified to which organisational/legal entity the resources belong/are employed.</p> <p>If the Contender relies on other enterprise's capacity in order to fulfil the qualification requirements, the enclosed "Declaration of commitment" and ESPD from the relevant subcontractor(s) or co-operating enterprises shall be filled out and submitted, signed by a duly authorised representative from the actual third party/parties.</p>
<p>Q 06 Quality assurance – The contender shall have established suitable methods and/or systems to ensure the quality of the deliveries.</p>	<p>A copy of certificates (ISO9001 or equivalent) issued by an accredited certification body that documents that the contender has implemented quality assurance measures relevant to the scope.</p> <p>If the contender is not certified according to relevant standards, the contender can instead provide a brief presentation of the contender's implemented methods and/or systems for quality assurance for the relevant parts of the deliveries. The documentation must contain a high level description and be prepared specifically to enlighten how this has been implemented for the areas such as organisation, management, training, processes and routines so that they provide high quality and value for the customers.</p>

Qualification requirement	Documentation requirements
Q 07 Information security assurance – The contender shall have established suitable methods and/or systems to ensure adequate information security.	<p>A copy of certificates (ISO27001 or equivalent) issued by an accredited certification body that documents that the contender has implemented information security assurance measures relevant to the scope.</p> <p>If the contender is not certified according to relevant standards, the contender can instead provide a brief presentation of the contender's implemented methods and/or systems for information security assurance for the relevant parts of the deliveries. The documentation must contain a high level description and be prepared specifically to enlighten how this has been implemented for the areas such as organisation, management, training, processes and routines so that they provide high quality and value for the customers.</p>

6 REQUIREMENTS FOR THE APPLICATION

6.1 Language

The request for qualification shall be written in Norwegian or English.

6.2 The structure and the content of the application

Contenders are asked to note in particular that all descriptions must be as exhaustive and transparent as possible.

The contenders must ensure that the documentation requirements are sufficiently exhaustive for NRK's ability to evaluate the Contenders qualifications, though NRK encourage you to keep responses short and concise. Extensive use of references to brochures or other general information where NRK has to search for the necessary information should be avoided. Similarly, any links to external websites cannot be taken into consideration. Failure to abide by these recommendations may result in the discarding of the Contender's request for participation.

The application should contain the following parts and documents:

Part	Description
1.	Signed application letter (scanned letter with signature), including <ol style="list-style-type: none"> Full name and address, and complete contact information for the Contender, including contact information for the person responsible for the application. Brief description of the Contender and any subcontractors/partners; history, markets, products and services, organisation, etc. Information of which parts of the delivery any subcontractors/partners are intended to be used The Contender's statement for his understanding of section 9.4 Confidentiality and freedom of information
2.	Signed declarations of commitment from any subcontractors/co-operating parties.
3.	Public certificates, cf. sections 5.3 Mandatory documentation requirements and 5.4 Organisational and legal position. <ol style="list-style-type: none"> Q 01 Certificate on the taxes and VAT paid Q 02 Certificate or equivalent documentation showing that the Contender is registered in a public register in their home country
4.	Documentation on fulfilment of the requirements to the Contender's economic and financial situation (cf. Q 03)
5.	Documentation on fulfilment of the requirements to the Contender's technical and professional capacity (cf. Q 04-07) in the same outline as in Section 5.6 Technical and professional capacity.

All electronic application files/documents must be labelled as follows:

<MA-3131>_<Part no>_<name of document>_<Company short name>

Example: MA3131_P1_Cover letter_Company-ABC

6.3 Submission of request for qualification

The application shall be delivered electronically via the Mercell-web portal, no later than the closing date stated in section 4.2 “Time schedule” and must contain the following:

- For avoidance of errors in the above-mentioned documents, we both want to receive the above in its original file format (e.g. word, excel) individually
- Plus one (1) searchable PDF-binder containing all the individual files to help NRK to see the entire application layout the way it is intended to be read
 - One censored version according to the description in section 9.4.

Please note that the Mercell portal will close at delivery deadline.

You will not be required to sign the document electronically.

For further assistance, please contact Mercell support at support@mercell.com and telephone +47 21 01 88 60 / +47 21 01 88 00.

7 AMENDMENTS AND RECALL

The request for qualification can be recalled or changed until the application deadline. Revocation shall be made in writing.

Changing the application is considered as a new application and shall be compiled in accordance with the requirements for the application as stated above.

8 NRK'S PROCESSING OF REQUESTS FOR QUALIFICATION

Received requests for qualification will be processed in accordance with the provisions set out below.

8.1 Opening

Opening of submitted applications will be made in NRKs premises immediately after the submission deadline. Contenders will not be allowed to be present at the opening.

8.2 Evaluation of the qualifications

Properly submitted requests for qualification will be evaluated as to whether the qualification requirements are met. Contenders that do not meet the qualification requirements will be rejected in accordance with the provisions set out in the procurement regulations.

Similarly, public procurement regulations chapter 24 will be applied for assessment of the Contender in general.

8.3 Selection criteria

Among the qualified contenders, NRK will select a minimum of three (3) to be invited to participate in the tender proposal stage provided that a sufficient number of contractors are qualified.

The selection will be based on an overall assessment of the contenders' documented economic and financial situation and technical and professional capacity, of which the latter will be emphasised. NRK will particularly seek to select contractors with good experience from similar deliveries within the media industry.

The selection will also take into consideration the need for good competitive dynamics. Thus, NRK may select the best qualified Contenders with experience from different technologies.

9 OTHER PROVISIONS

9.1 Communication regarding the procurement

This procurement process is managed in the Mercell portal. Contenders will have to log in to the portal to download qualification and competition documents, as well as to conduct other correspondence concerning the acquisition and to submit an application for participation.

Any questions regarding the basis for qualification and other matters concerning the procurement process should only be addressed through www.mercell.no. Inquiries should be labelled "Case number NRK MA3131-18E" in the subject field. The deadline for questions is stated in section 4.2.

Other inquiries cannot be expected to be answered.

Incoming questions will be reviewed and answered in a general and anonymous manner, and will be distributed successively via www.mercell.no, where e-mail notifications will be sent to the contact persons registered without undue delay.

Attempts to obtain information from, or to influence NRK's employees who are involved in the procurement process may lead to rejection of the Contender or the competition being cancelled.

For further assistance regarding use of the portal, please contact Mercell support at support@mercell.com / +47 21 01 88 60 / +47 21 01 88 00.

9.2 Confirmation of intent to participate

Contenders are asked to confirm the successful download of the basis for qualification and inform whether they intend to apply for qualification. This can be communicated through the procurement portal, www.mercell.no, by using the button "I want to submit an offer", preferably within 10 days after reading about this procurement.

9.3 Corrections, addenda or change of the basis for qualification

If a contender understands that the basis for qualification may contain errors, ambiguities or that submitted files cannot be read as expected, the contender is encouraged to contact NRK to get the error corrected or to clarify potential confusions.

NRK reserves the right to make necessary changes in the basis for qualification. If needed, the deadline could be extended proportionately.

9.4 Confidentiality and freedom of information

With reference to regulations on Public Procurement No FOR 2016-08-12-974. (Anskaffelsesforskriften), section § 7-3 and the Act on the right of access to documents in public services (Act 2006-05-19 no 16) section §23. According to this act, access to the bids and protocols that have been submitted, can be withheld until the award of the Contractor has been made. After the Contract award, the public can require access to, among other things, filed qualification applications and submitted tenders prepared for publication.

NRK may exempt information considered as trade secrets and other matters of competitive significance, ref. the Norwegian Public Administration Act § 13.

Hence, NRK will require the Contender to enclose a copy of the filed application for qualification where any trade secrets or other matters of competitive significance has been censored. The contenders should note that NRK has an independent responsibility to assess the extent of information that the Contender requests to be exempt from publication.

If the contender does not enclose a document specifically prepared for publication, NRK will consider the original qualification document ready for publication at its own discretion.

Qualification applications and tenders will not be returned, but filed or properly destroyed.

9.5 Cost of participation in the competition

Contenders prepare and deliver request for participation and participate in the subsequent Concept proposal stage and negotiated procedure, at their own expense and risk.

NRK assumes no further financial responsibility for the invested effort or other costs in connection with the request for participation or the participation in the competition as such.

9.6 Cancellation of the competition and complete call off

NRK reserves the right to cancel the competition if there are objective reasons for this.

9.7 Tender Documents

The tender documents are enclosed, and will be made available for qualified and Invited Contenders along with the Invitation to participate. **Please be advised that the tender documents should not be responded to in the qualification stage.**