



Questions and Answers relating to Tender – EMEA-2008-40-ES

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Questions and answers

No.	Question	Answer
1	Evidence relating to payment of tax and NI payments. Will a letter from relevant govt offices suffice as evidence?	The company does not need to provide proof at this stage. It must however provide the signed and dated declarations.
2	Subject of bankruptcy proceedings, professional conduct subject of a judgment for fraud, etc, do you require a sworn affidavit or will a letter from company do?	The company does not need to provide proof at this stage. It must however provide the signed and dated declarations.
3	Ditto do you require a sworn affidavit re professional misconduct, breach of contract, conflict of interest, good faith tendering, or will a letter do?	The company does not need to provide proof at this stage. It must however provide the signed and dated declarations.
4	Does the indicated budget of €180K cover the work indicated and four year's maintenance?	The budget is 1.8 million euros over four years.
5	Is the €180K inclusive of exclusive of VAT? It is not clear to me, from a first read, whether you are saying that EMEA claims VAT back, or that it does not accept VAT on supplier's invoices. Please clarify.	Exclusive
6	In section 3 of the specifications, Subject of Tender, Part A, in the description of the Components of activities you mention as Place of execution of services London. Does this mean that the Contractor is expected to operate fully from London for the entire duration of the different Component activities? Does this mean that EU-based companies e.g. Lux, Bxl are excluded in the context of delivering services from their headquarters? Does this mean that the personnel envisaged must be recruited and operated in London?	The supplier will be expected to visit the London premises of EMEA during the course of the initial redesign project specifically for the requirements gathering exercises and over the succeeding three years. No, any company can apply. it is an open tender This is a decision to be made by the supplier not by EMEA
7	Annex I, Costing Sheet: Are the rates per profile London/UK-based? Can you please clarify?	The rate is the daily rate of the person.
8	Section 15.1, Clarification regarding the award criteria: List of expert CVs? You state that CVs should be submitted with numbers and that a separate list should associate CVs with Numbers. Where will the list be submitted as part of?	The tenderer may supply the list of names associated with CVs in a separate file or sealed envelope. The file or envelope should be clearly identified as the list of names associated with CVs.
9	Section 14, You request for a proof of authorisation to perform contract under national law... can you please clarify what exactly this proof can be? National law of which country?	As indicated in the last bullet point of paragraph 14 on Page 12 of the invitation to tender, the proof could be inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation, or entry in the VAT register. The national law referred to is the national law of the country where the tenderer is based.

10	In section 15.1 you state that you would like us to prepare some design work for the EMEA and EudraPharm sites. ... it would be really useful if we could have any relevant style, brand or design guidelines that you may need us to conform to for this work. It would also be useful if we could have a hi-resolution electronic copy of the logos for the two sites.	Unfortunately EMEA does not yet have a corporate identity manual. The tender procedure for new corporate identity is currently under way and it will be provided to the winning supplier once finalised. We are not providing any of the tenderers with logos or other supporting materials. The mock-up websites you have been asked to present are only to establish your ability to produce good graphic design, a decision is not being made on the design itself.
12	If we wanted to partner with a larger organisation (though with us still doing the work, so there would be no sub-contracting issue), is that allowed?	Joint tenders are allowed. For further guidance on joint tenders, tenderers are recommended to consult EMEA's "Guidebook for Tenderers" which can be downloaded from the EMEA website "Calls for Tender" page. The relevant information is contained in section 5, Collaborating with other companies, on page 7.
13	If we were able to partner with either: a) an organisation that had pan-European pharmaceutical experience or b) a pan-European digital agency network which of these two would be preferable?	We cannot provide answer to this question as it is not relevant to awarding criteria for this tender.
14	In section 13 of the specifications, Selection Criteria: Financial and Economic Capacity, point 5 you mention ... turnover that relates directly to the requirements of EMEA for the past three years. Do you mean turnover that relates to similar services? What do you mean exactly by EMEA?	Yes, we mean turnover directly related to the type of services required by EMEA in this invitation to tender. By EMEA, we mean the European Medicines Agency.
15	In section 15.1, you request for three separate graphic mock-ups of 3 following pages... Do you mean 3 mock-ups per given page (homepage, Abilify and EuraPharm) i.e. 9 mock-ups or do you mean 1 mock-up per given page?	We mean one mock-up per given page. Three mock-ups in total.
16	Explain the broader business strategy and medium to long term plans of the organisation	Corporate documents that describe the business strategy include the 2008 work programme and a longer term plan for EMEA, the Roadmap. A Communications strategy and an online strategy are currently under development by EMEA. More information will be given to the supplier during the initial project briefing once the tender is awarded.
17	Explain the context in which the ITT has been set, and in particular how other forms of communication are conducted both internally and externally	More information will be given to the supplier during the initial project briefing once the tender is awarded.
18	Give more general perspective on Information Management within EMEA, to ensure that we understand other factors which may affect the re-design of the EMEA web-sites	More information will be supplied to the supplier during the initial project briefing once the tender is awarded. EMEA is currently carrying out an information management audit.

19	Explain your consideration of future needs and communication & data trends that should be evaluated in order to ensure EMEA is able to adapt to new requirements for communication, information and services, that can be delivered with minimal impact to the end-user and EMEA itself	More information will be given to the supplier during the initial project briefing once the tender is awarded.
20	Help by developing an understanding of the business processes that EMEA adopts and how these may be enhanced in order to maintain a healthy Information Management environment	More information will be supplied to the supplier during the initial project briefing once the tender is awarded. EMEA is currently carrying out an information management audit to understand its current web publishing and business processes.
21	Help by understanding and identifying the root causes of information mismanagement and how these could be addressed.	More information will be supplied to the supplier during the initial project briefing once the tender is awarded. EMEA is currently carrying out an information management audit.
22	Can we have a meeting with EMEA prior to submission of tender documents to discuss above points? (points 16 – 21)	Due to the rules governing EMEA public tenders, it is not possible to meet with EMEA to discuss the above points.
23	EMEA has identified a number of online audiences. Is there any existing research of the Audience which is available? Does EMEA have more information on what the audiences are looking for and their current online experience?	EMEA is currently running an online survey. The results of this survey will be given to the supplier during the initial project briefing once the tender is awarded.
24	Can we get some more visibility into EMEA's overall communication strategy?	A Communications strategy and an online strategy are currently under development by EMEA. More information will be given to the supplier during the initial project briefing once the tender is awarded.
25	In terms of scope of the project, apart from the creative design side of the solution is the supplier expected to do the technical design of the solution (not implementation) i.e. give detailed technical specs to the EMEA IT Team as to how the system will need to be designed to render the templates, how CMS templates need to be developed/set up to render the content in the desired way? If yes, can you please provide more details around what is your expectation from a technical design point of view?	A broad outline of the deliverables for this project can be found in the tender documentation. The supplier is expected to deliver the necessary technical documentation to enable the EMEA IT department to build the designs into a functioning reality. How the EMEA IT department should 'design' the backend system (CMS or other) is not within the remit of this project, therefore the supplier is not expected to provide system design for rendering of templates etc. The supplier, will, however, be expected to work within the technical limits of EMEA's chosen technology and will be briefed as such once the tender is awarded. An assessment of suitable technologies is currently ongoing.
26	Is there an existing style guide that can be shared?	Please refer to question 10 of this document.
27	Is there any functionality (tools) on the website that EMEA want to be included in the response?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
28	What number of templates do we use for scoping purposes? Do you want us to make assumptions on the number of unique templates EMEA will require to deliver all the content?	We cannot provide an answer to this question as it is not relevant to awarding criteria for this tender.

29	Can you share some of the results of your online survey that you are currently running?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
30	Apart from the existing website growing organically, what are the other drivers for change? What will success for EMEA look like?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
31	Which other organisations/ websites do you see as being innovative in the displaying similar content? And why? Is it a just a small feature or is it a larger approach that you admire? If you were to pick up a best in breed example in the online world for where you aspire to be; who would that be?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
32	What is your current CMS? Also can you share more details on the technical platforms and technology in place to support the existing EMEA site? Is the desire to re-use the existing set up? We want to understand this to ensure we are proposing something that can be aligned with your technology direction.	EMEA is currently carrying out an information management audit to understand its current web publishing and business processes therefore details on the technical platforms and technology are not yet available. More information will be supplied to the supplier during the initial project briefing once the tender is awarded.
33	Section 17 – Timetable. Deadline for submission of Tenders. 9 April 2008. You indicate in the Comments column 12.00. Does this mean that the tenders should be on your reception by 12.00 or is proof of postage for date 9/4/08 before 12 enough? Usually in Commission tenders we send the proposals the day of the deadline with proof of postage.	Please read the invitation to tender for more information about the documents delivery timing.
34	Within Component one of Part A, has the project team decided how many sessions of the stakeholder interviews should be provided or is it expected that the tenderer should recommend an amount for the project?	The supplier would be expected to interview key staff. This does not mean all EMEA staff but representatives from all units and sectors with a stake in the corporate website.
35	Is the location for all sessions carried out regarding this project to be held at the EMEA London offices or will it be expected that the sessions be held elsewhere?	Within component 1 of Part A, the answer is yes.
36	How many pages does each section of EMEA's web presence have?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
37	Within component two of Part A, is it expected that the six concept/design workshop sessions be six people in one workshop or six separate workshops? If the latter, does EMEA wish to stipulate the number of participants in each?	EMEA would expect the supplier to recommend, given their experience, the correct number of participants. The technical documentation reads 'six sessions' and so this means six sessions with a number of participants in each session.
38	For the testing of the initial designs, will this be located at the EMEA offices or a different location?	This is an open decision for the supplier.
39	Will EMEA require an observation room for the testing session?	This is an open decision for the supplier.

40	Will EMEA require video diaries of all user testing sessions?	This is an open decision for the supplier.
41	Do initial concepts/final storyboards need to be created in up to five European languages (costs are for one language at present)	Only English.
42	Which languages will be used within the EMEA websites?	See the documentation , Part A, component 5 (page 5) on language provision.
43	Which CMS have the EMEA project team chosen?	EMEA is currently researching technology solutions for its websites.
44	If one has not yet been chosen can EMEA let us know which CMS tool's they are considering?	Unfortunately not at this stage.
45	What level of accessibility does EMEA aspire to?	A high level of accessibility. Further discussion on the level of accessibility will happen once the tender is awarded.
46	Does EMEA want the ongoing accessibility audits to take a standard format or is it envisaged that the size will vary dependant on the need at that time?	Further discussion on how to implement accessibility audits will happen once the tender is awarded.
47	Will the awarded company be able to have a copy of the findings from previous research carried out?	All information related to previous user research will be made available to the successful supplier.
48	EMEA asks each tenderer to provide," An undertaking to inform EMEA promptly following any matter which would alter or add to any of the information given in response to this tender", please explain what is needed to fulfil this requirement.	A written statement in the tender that the company will inform EMEA promptly following any matter which would alter or add to any of the information given in response to the tender.
49	Regarding the Technical Specifications, Selection Criteria, page 11, point 1 requests information on audited accounts that cover the last three years of trading. Could you please specify if this means the years 2005, 2006 and 2007? If the information for the year 2007 is not yet available, would it be sufficient to present corresponding information for the years 2004, 2005 and 2006?	Tenderers should provide the three most recent full years of audited accounts available, so if 2007 audited accounts are available, the tenderer should submit those accounts with those of the preceding two years. If 2007 accounts are not available, then the tenderer should provide accounts for 2006 and the preceding two years and so on.
50	Regarding the Technical Specifications, Selection Criteria, page 11, point 4 requests information about the parent company should an organization be a member of a group of companies. Could you please confirm that if an organization is a member of a group of companies, but is participating in an offer as a sole entity without the support of its parent company, that this information is not needed to be included in its offer?	The information requested in point 4 on page 11 of the ITT is required regardless of whether or not the company is participating as a sole entity.

51	Regarding the Technical Specifications, Annex I, Cost Sheet, could you please indicate if the costs for the profiles in 'other services required' relate solely to work provided at the Contracting Authority premises, or solely at the Contractor's premises or both? In the event of the last case, and in order for us to be able to calculate the respective rates, could you please specify the percentage of time expected for each profile to work at the Contracting Authority's premises?	See answer to question 6 in this document.
52	Could you please indicate the minimum and maximum number of CVs per profile listed in the Cost Sheet that an offer is required to include?	This is an open decision for the supplier.
53	Regarding the Technical Specifications, pages 39-40, the tables in sections B and D indicate anticipated resources required which do not appear in the costing sheet (i.e. Survey Designer, Market Research Expert, etc.). Are these extra profiles for which CVs must be included in the offer? If so, please indicate the minimum and maximum number of CVs to be included.	The costing sheet is divided between project deliverables and times and means. For the profiles you indicate above these are not included in the costing sheet as times and means because they form part of a product deliverable, i.e. if you are going to deliver to EMEA a web survey then the cost of the survey designer, and/or market research expert etc. will be included in the cost of producing such a survey. The minimum or maximum number of CVs included in this offer is an open decision for the supplier.
54	Relating to question #13 of the Questions and Answers dated 17/3/08, our understanding is that there is no requirement for the Tenderer to have pharmaceutical experience. Please confirm that this is so.	Correct.
55	In the invitation letter, Article 5, there is a reference for the tender to "Be signed by the tenderer or his authorized representative". We understand that only the covering letter, the various requested declarations and the financial offer should be signed and not each page of the tenderer's proposal. Please confirm.	Yes, this is correct.

56	In relation to Selection Criteria – Financial and Economic Capacity, pages 10/40 and 11/40, we understand the following: a) As regards the last phrase of point “2. ... and an end period balance sheet, where this information...”, this requirement does not apply if the documentation requested under point “1.” are submitted. b) As regards point “3. Where documents mentioned under point 2 cannot be provided, please...”, this requirement does not apply if the documentation requested under points “1.” and “2.” are submitted. c) As regards point “6. Please provide a brief outline of how the Tenderer would obtain any required funding for this contract...”, this requirement does not apply for this tender as it is not specifically mentioned by the “notice in the Official Journal of the European Union”. Please confirm that our understanding is correct.	a) The requirements in point 2, on page 11 under “Selection Criteria - Financial and Economic Capacity” relate to audited accounts for the most recent full year of trading (or part year if full year not applicable). For example, if the most recent full set of audited accounts are presented for 2006, but the tenderer has audited figures available for three or six or nine months of 2007, then the latter should be presented under point 2. b) Where documents are provided under point 2 of Section 14, page 11, the documents requested under point 3 are not required. c) Requirements for funding were not mentioned in the contract notice in the Official Journal of the European Union, so the outline in point 6 is not required.
57	In relation to Selection Criteria – Financial and Economic Capacity, page 11/40, and in particular in relation to the requirement under point “7. Evidence of professional risk indemnity insurance”, could you please elaborate on the following: a) In case a consortium composed of a specific number of companies is bidding for this tender and only one of these companies does not have a professional risk indemnity insurance available while the rest of the companies (including the Leader) submit the requested evidence, will this issue lead to the disqualification/exclusion of the consortium? b) If your response to a) is positive, could you please specify any alternative documentation or declaration that could be submitted instead?	a) The evaluation committee would decide on the effect of any missing pieces of information in a response to the ITT. Missing pieces of information may, therefore, have a detrimental effect on the committee's decision. b) There are no alternatives/declarations

58	In relation to 15.1 Clarification regarding the award criteria, pages 12/40 and 13/40, it is of our understanding that tenderers' proposal should include the following: a) One document presenting the tenderer's understanding of the project's goals, objectives, etc. including a brief assessment of EMEA's and EudraPharm's on-line problems and challenges. b) One document presenting the tenderer's approach for the implementation of the redesign project (3A), including a detailed work schedule and project plan; c) Three separate graphic mockups as requested by the third bullet of page 13/40. d) A number of CVs of the Tenderer's experts, submitted indicatively towards presenting the Tenderer's technical and professional capacity. Could you please confirm that our understanding is correct?	Section 15.1 clearly states the requirements.
59	In relation to 16. Tender to be submitted, could you please confirm that the "A letter enclosing the tender on the official letterheaded paper..." is referring to the Covering Letter?	Yes
60	In relation to 15.1 Clarification regarding the award criteria, page 13/40 there are specific page-limits referred for the various documents requested to be submitted by the tenderers (i.e. first bullet "a two page summary..." and "a one page document summarizing...", second bullet "...a one page summary of this project plan"). To our understanding these page-limits are only indicative and tenderers submitting documents of more pages than the referred page-limits <u>will not be disqualified / excluded</u>. Could you please specify whether our understanding is correct and elaborate further on this issue?	EMEA is requesting documents of a specific length. Tenderers are expected to respect this requirement.
61	In relation to ANNEX III – Summary Checklist of Documents which Tenderers Must Submit, page 22/40, we understand that the "1. Letter enclosing the tender on the official letter headed paper of the company and signed ..." and the "2. - first bullet 'A letter enclosing the tender on the official letter headed paper ...'" are referring to the same document and in particular to the Covering Letter to be submitted by the Tenderers. Please confirm.	Yes, a copy of said letter should be included in each of the three copies requested in point 2 of Annex III.
62	In relation to 13. Selection Criteria: Financial and Economic Capacity, point 2. A statement of the company's turnover, Profit & Loss and Cash Flow Position for the most recent full year of trading, it is not clear what it is expected from the Tenderers to include within this statement. In particular, could you please specify what should this statement include as regards the Profit & Loss (e.g. is it the Profit before Taxes?, is it the Profit after Taxes?, other?) and as regards the Cash Flow Position (e.g. is it the Free Cash Flow?, is it the Cash and cash equivalents at end of the year?, other?)	The tenderer should include whatever figures he considers to be the most appropriate and relevant to provide the requested response.

63	In relation to the Technical Specifications - section 15. Award Criteria p. 12/40, and more specifically in relation to award criterion 3. Price, could you please specify which of the prices requested under ANNEX I – COSTING SHEET will be evaluated? Will it be the sum of all the prices of ANNEX I? Please clarify.	It is clearly stated in section 15. "The tenderer's price shall be determined by evaluating the costing sheet and taking into account the cost of the projects indicated and the hourly rates for further services."
64	In relation to Annex I – COSTING SHEET pp. 17/40 – 19/40, could you please clarify the following: a) It is of our understanding that for the services delivered at EMEA's premises (i.e. implementation services, user-testing sessions, workshops, etc.), EMEA will be responsible to provide with the necessary office and IT facilities. Could you please elaborate on these issues by specifying what EMEA will provide in terms of office and IT facilities, for each of the requested type of services? b) For specific types of services (i.e. one to one survey, focus group sessions, etc.) it is referred that the "participants" will be <i>recruited</i> by the Service Provider. Could you please elaborate on the related costs that should be calculated by the Tenderer? c) In the "Type of service" under the "Development and hosting of a web survey with maximum 25 questions for one month ... delivered to EMEA", the Additional information is referred to the deliverables under 3.C. It is of our understanding that this service should refer to the deliverables under 3.D. Can you please specify whether our understanding is correct? Furthermore can you please elaborate further on the "hosting" requirements in order for the tenderers to calculate the related costs?	a) When required a room at EMEA headquarters in London will be made available to the successful tenderer in order to carry out specific exercises related to the contract. Normally such rooms are equipped with a PC and telephone. b) EMEA expects the tenderer to calculate this information based on their own experience of providing such services. c) Please restate the first part of the question as the question is not clear. In terms of hosting requirements, EMEA expects the tenderer to calculate this information based on their own experience of providing such services.
65	Can you please supply a copy of EMEA's branding and corporate identity guidelines?	Please note that EMEA does not have a corporate identity manual as clarified in <u>question 10</u> of this document
66	Will any of the five languages specified be non-Latin originated, e.g. Greek?	While we cannot disclose the languages specified, we can confirm that they all will be of Latin origin (i.e. no Greek or Cyrillic alphabet)
67	Is it an organisation to which members must legally join?	No. We advise that you read EMEA's online corporate information thoroughly. The section called 'EMEA structure' contains information that is useful.
68	Do interested parties have to become members with a subscription or is it free for all? From the site it appears that users pay to have a product audited/reviewed and some sort of annual subscription, but the general public have free and open access to all information, is that correct?	We advise that you read EMEA's online corporate information thoroughly. The section called 'EMEA structure' contains information that is useful. There is no subscription to use the corporate website. Some sites within the Telematics suite of sites are password protected.
69	How would you summarise what they do in one statement?	We advise that you read EMEA's online corporate information thoroughly.

70	Your current on-line audiences are listed in the technical specification – I. Are these based on the current site users? II. Do they reflect your real-world audience base? If not how does this differ? III. Are there priorities placed on any of these audiences based on volume of users or importance to the organisation? - How do patients or citizens find out about you currently? - What are your main recruitment channels? Specialist industry publications, events, PR?	Yes. More information will be given to the supplier during the initial project briefing once the tender is awarded. More information will be given to the supplier during the initial project briefing once the tender is awarded More information will be given to the supplier during the initial project briefing once the tender is awarded.
71	Have the EMEA undertaken any research on the current website that you are able to share?	See question 23 of this document
72	What is the role of the separate EudraPharm website?	See here for more information: http://eudrapharm.eu/eudrapharm/eudrapharm_help.do
73	May there come a time when this could be integrated into the core EMEA website?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
74	Are you able to give us any information on the likely type of CMS solutions you are considering?	See question 32 , 43 , 44 of this document
75	To enable us to cost and plan the website redesign project accurately, are you able to tell us about the level of stakeholder involvement the successful agency would need to manage? For example, how many interviews with relevant staff should be allowed for, and also should group stakeholder presentations and reviews be allowed for at each of the major milestones of the project. Or, would we be working through 1 main client contact who would manage other internal stakeholders?	See questions 34 and 35 of this document. EMEA expects that as part of the project plan, the tenderer will recommend, given their experience in this field, the correct number of participants and the review cycle. The final part of the question is unclear.
76	With other clients, we've often recommended a form of quantitative web/email survey at the research stage to support user testing – is this something EMEA would be open to consider?	EMEA is about to embark on a four year relationship with a supplier. EMEA expects the supplier to recommend best practice and improvements as part of this relationship. However, in terms of this public tender, the tenderer is expected to comply with the requirements listed here when developing and submitting the technical offer. Therefore, EMEA cannot currently give a position on this question.
77	Would multi-lingual versions of the main EMEA website be required for the redesign?	See questions 41 and 42 of this document

78	Reference is made to testing with 5 users – given your breadth of different audience types with potentially different requirements, is 5 users considered representative enough? Would we have the opportunity to propose broader testing?	EMEA is about to embark on a four year relationship with a supplier. EMEA expects the supplier to recommend best practice and improvements as part of this relationship. However, in terms of this public tender, the tenderer is expected to comply with the requirements listed here when developing and submitting the technical offer. Therefore, EMEA cannot currently give a position on this question.
79	Similarly c20 sessions per year are suggested, in our experience getting best value from testing relies on implementing design/IA improvements, then testing improvements and measuring the effect. Would testing every 2/3 weeks give EMEA the opportunity to implement revisions or new applications effectively?	EMEA is about to embark on a four year relationship with a supplier. EMEA expects the supplier to recommend best practice and improvements as part of this relationship. However, in terms of this public tender, the tenderer is expected to comply with the requirements listed here when developing and submitting the technical offer. Therefore, EMEA cannot currently give a position on this question.
80	Would user research or testing need to cover multiple countries?	At the moment user research and user testing is only foreseen in English.
81	You currently have a web survey running on the site – are you able to share the current results of that with us?	See question 29 of this document.
82	We think there will be efficiencies to be gained from, where possible combining part B of your requirement with part D, to both take a regular temperature check of the site performance with users, but also test improvements, identify issues in more detail and new functionality, rather than running stream B and D separately. Are EMEA comfortable with this suggestion?	EMEA is about to embark on a four year relationship with a supplier. EMEA expects the supplier to recommend best practice and improvements as part of this relationship. However, in terms of this public tender, the tenderer is expected to comply with the requirements listed here when developing and submitting the technical offer. Therefore, EMEA cannot currently give a position on being comfortable or not.
83	Can you tell us if anything leads your preference for eye-tracking, vs other methodologies such as user experience testing	EMEA is about to embark on a four year relationship with a supplier. EMEA expects the supplier to recommend best practice and improvements as part of this relationship. However, in terms of this public tender, the tenderer is expected to comply with the requirements listed here when developing and submitting the technical offer. Therefore, EMEA cannot comment on the above question until the tender is awarded.
84	On page 11 of the technical specifications document, point 5 asks for a separate statement of turnover that 'relates directly to the requirements EMEA for the past 3 years...' Are you asking for our turnover that specifically relates to your services required included in part A, B, C and D?	Yes.
85	Whilst from an earlier question, we understand the no current brand guidelines yet exist, and logos cannot be provided, is there any other marketing communications literature examples that could be shared with tenderers?	See question 16 of this document.

86	In Reference to Term 4 of Point 13 of the Tender document, financial documents for the “ultimate holding company” are requested as per Terms 1-3. Would it be possible to provide these in CD format due to excessive volume of the holding company’s final accounts?	Paper copy of the documents is necessary as well because our rules state that, in the event of any dispute, the paper copy of the documents is the source which will prevail over the electronic version.
87	Relating to Point 14, 3 rd bullet, example of an on-line survey used to gather user’s views. The term states that an accompanying report is required. Does EMEA require the full report or the table of contents and a summary of findings? The question arises due to potential client objections for these confidential reports to be circulated to any external parties beyond their control.	EMEA would require a complete report on the survey.
88	Your technical specifications (page 5) call for 10 sessions with stakeholders in the London offices: does this entail 10 group sessions, or 1-1 meetings with 10 individuals?	Ten sessions means ten sessions with a number of participants in each session. See also question 37 in the clarifications document.
89	Your technical specifications (page 6) indicate that you expect card-sorting to take place after the information architecture has been completed, but we would usually carry this out prior to developing the information architecture, for example as part of component 2 (page 5). Is there a specific reason why you feel card-sorting should be carried out as part of section B and may we also include it in section A component 2?	Part A of the technical specifications lists the activities related to a 7-month web redesign. Component 2 of part A describes concept/design workshops which could include card-sorting exercises. This is left to the discretion of the tenderer based on their experience of providing such services. Part B of the technical specifications describes additional services that would be used on an ad-hoc basis during the duration of the four year contract. This is a service to be provided in addition to the web redesign project as are Parts C and D of these technical specifications.
90	Your technical specifications call for wireframes ‘per page’ (page 5, component 3) and for ‘complete navigation maps’ (page 5-6’). Do you expect the wireframes to cover the top and second levels of the website only, or to drill down to deeper levels such as third level index pages, and if the latter, how deeply into the site? Do you in fact anticipate a wireframe for each individual page of the completed website?	EMEA expects the tenderer to propose a solution based on their own experience of providing such services. However, once the design process is completed EMEA expects that all technical documentation will comprehensively inform the build and migration process so yes, we would expect that all necessary maps and wireframes are available to enable us to do this. EMEA does not expect to guess how deeper levels would look or how pages should perform.
91	Is there an opportunity to feed into your process of selecting a web publishing solution to ensure it would accommodate the requirements of the information architecture solution?	See question 32 of this document

92	Given your remit across the EU we feel it is essential to consult with stakeholders across the member states and not just from the UK. We would also recommend conducting the consultation on the ground in those member states (though probably in English). Stakeholders should include both consumer groups and industry representatives. To help us plan the project detail and the budget, could you confirm: ▪ How many countries should be represented in the stakeholder consultation? ▪ In which countries would we need to conduct consultation? ▪ Do you expect consultation to include individual website users as well as user groups such as consumer and industry representatives? ▪ What model of sampling do you plan to use to recruit participants for the consultation? ▪ Would EMEA undertake the recruitment of stakeholders for consultation? The issue raised in question 1, of consulting with an EU-wide sample and not simply a UK sample, also applies to the user testing, both for the prototype and also for the ongoing testing once the initial redesign is complete. Again, to help us plan the project detail and the budget, could you confirm: ▪ How many countries should be represented in the user testing? ▪ In which countries would we need to conduct user testing? ▪ Do you expect testing to include individual website users as well as user groups such as consumer and industry representatives? ▪ What model of sampling do you propose to use to recruit participants for the testing? ▪ Would EMEA expect the tenderer to undertake all recruitment of all user testing participants?	EMEA is based in London UK therefore we currently calculate that the activities will take place in London. For the purposes of this tender and the related costing this is the case. For Part A, EMEA will organise to bring its own stakeholder groups (patients, healthcare professionals etc.) to London for consultations and user-testing. These groups are comprised of a number of EU nationalities. Where EMEA sees a requirement for independent participants in particular for the consultation and user testing components of part A the supplier will be expected to source participants from within the UK based on profiles agreed with EMEA. In the interests of clarity, we expect 50% of participants to be sourced by the supplier and 50% by EMEA. <i>For part B, participants are 100% sourced by the supplier. Please use the costing sheet as it reads currently as the basis for your costing. For Part D, no numbers are given in the technical specifications text therefore please use the costing sheet (which does have numbers) as the basis for your costing.</i> In terms of language, see question 80 of this document As regards 'model of sampling' EMEA expects the tenderer to propose a solution based on their own experience of providing such services.
93	If travel to EU member states is required for consultation and user testing as described above, do you have an official or standard rate of per diem expenses when travelling overseas on EU business?	As the questions related to consultation and user-testing will not require travel to EU member states, this question is redundant.
94	In relation to COSTING SHEET pp. 17/40 – 19/40, and in particular to the "Other services required" field and the requested personnel rates, it is our understanding that Tenderers should indicate the personnel rates which correspond to the provision of time-and-means services (intra-muros) at EMEA's premises. Could you please confirm that our understanding is correct?	This decision is at the discretion of the supplier. If the supplier feels there is a necessity for times and means personnel to be onsite at EMEA's premises, given their experience of this type of project, then this should be built into the times and means costing for the individual profile.
95	Could you please provide us with an indication of the duration (days or months or years) of the foreseen time-and-means (intra-muros) assignments?	The length of time or number of times the service is required is indicated in the box within each Part A, B, C, D. For example for Part C, 150 days a year are indicated as an estimate.

96	In relation to the 15.1 Clarification regarding the award criteria section of the specifications, and in particular in relation to the "project plan" requirement, it is our understanding that tenderers are not requested to submit a detailed effort breakdown / resource allocation per work component/work package. Please confirm.	The tender specifications clearly state the documentation which the tenderer is expected to supply in relation to the 'project plan'
97	In Annex I – COSTING SHEET, in the cell under row7/column2 there is a reference to the deliverables under 3.C "To supply deliverables detailed in 3.C (all inclusive of expenses and any other costs)". It is our understanding that the type of service "Development and hosting of a web survey with maximum 25 questions for one month with comprehensive results report delivered to EMEA" should refer to the deliverables under 3.D. Please elaborate.	Yes this is true. The should relate to services described in 3D
98	In relation to 15. Award Criteria, p. 12/40, it is indicated that "The tenderer's price shall be determined by evaluating the costing sheet and taking into account the cost of the projects indicated and the hourly rates for further services". In ANNEX I – COSTING SHEET, tenderers are requested to submit person-day rates and not hourly rates. Could you please elaborate on this issue further?	Please use your hourly rate to calculate the daily rate which is requested in the costing sheet. Please quote the daily rate.
99	Could you please specify how the "Tenderer's price" in the formula on page 12 will be calculated?	See question 63 of this document
100	Normally for tenders like this there is a PQQ process before the full tender. As this tender will involve a significant time investment, creative work and many agencies may apply, can I ask why you have an open tender without a PQQ stage?	This is an open procedure. For more information on the differences click here
101	One of our larger sector clients over the past 2/3 years has been [pharmaceutical company] - for example we designed and built [pharmaceutical company website] as well as carrying out the relevant audit and stakeholder research on the project. However, the global rollout of this site is now virtually complete and our relationship with the client is now mainly in the area of ongoing ad-hoc support. I wanted to check with you that you do not foresee that this relationship we currently have with a large pharmaceutical company as being in any way a conflict of interest with working with EMEA on this project?	At this stage, based on the information provided, your work with the pharmaceutical company website does not appear to constitute a conflict of interest.
102	Do you have any brand guidelines that we could have please? Or if not available may we have some logo artworks that we can use in our proposals? Our file preference for the logo artwork is A vector file would be best - Illustrator or EPS. If not a Hi-Res jpeg would be fine.	Please refer to question 10 of this document

103	Technical Specifications, Section 4, page 8/40. Question: Referring to the following text: <i>"Subcontracting is not permitted as part of this tender "</i> It is our understanding that renting a usability lab for services described at section 3.B at the EMEA vicinity is not considered "subcontracting". Please confirm.	If the supplier rents the usability lab and equipment then this is not considered subcontracting. However if the supplier rents the usability lab and equipment and has a contract for a third party to provide the services using that lab and equipment, then this is considered to be subcontracting.
104	Annex I – Costing Sheet, page 17-18/40. Question: In the costing sheet table there is the following entry "Development and hosting of a web survey with maximum 25 questions for one month with comprehensive results report delivered to EMEA" with a cross reference to "To supply deliverables detailed in 3.C (all-inclusive of expenses and any other costs)". We believe that "3.C" should read "3.D" since Web surveys are described under section 3.D in the technical specifications.	See question 97 of this document
105	Technical Specifications, Section 3.C, page 6/40 and Annex I – Costing Sheet, page 17/40. Question: 3.C describes "GRAPHIC AND HTML & CSS DESIGN AND MULTIMEDIA SUPPORT SERVICES". However, contrary to services described in 3.A, 3.B and 3.D, we do not see an entry for services of 3.C in the "fixed deliverable" part of the costing sheet (see also previous clarification request assuming that the "3.C" reference in the costing sheet is a typographical error). a) Please clarify whether the costs for these services will be based only on the relative "other services required" daily rates. b) If the answer to the above question is "yes" please indicate in which part of the Costing Sheet we will include the "image libraries" cost mentioned in Section 3.C.	a) Services in 3C are in the times and means section or 'other services required' of the costing sheet. Please see question 53 of the clarifications for further information. b) Please refer to section 9.2 of the technical specifications: 9.2 on All-inclusive prices "Prices submitted in response to this tender must be inclusive of all costs involved in the performance of the contract (e.g. to include graphic materials, use of user-testing laboratories, delivery of materials, travel, subsistence etc). No expenses incurred in the performance of the services will be reimbursed separately by EMEA." It is at the discretion of the tenderer to decide how these costs will be included in their offer.
106	Technical Specifications, Section 15.1, page 13/40. Question: With reference to the documents to be submitted for the assessment of award criteria it is clearly stated that you require three pages summarising the problems and difficulties of the current EMEA and EudraPharm web sites, a project plan (no page limit) including a one page summary, three separate graphic mockups and a list of experts with the relevant CVs. Towards the end of section 15.1 you refer to "Project Plan", "Graphic Design" and "General ability to understand the project". Are these separate documents than the documents described in the previous paragraph?	No, as per the document these are "elements [which] will be also be taken into account to evaluate the quality of the services to be provided".
107	What is the approx budget? Which we are going to code the budget that it should be below of that code or can we code much than that also?	In terms of costing, please read point 9 to point 9.3 inclusive of the tender specifications.

108	Will there be any advance payment?	In point 10 of the technical specifications , payment arrangements are described.
109	In the tender document, Section 14. When EMEA requests examples in the 2nd - 6th bullet points, are they requesting to see examples of such artefacts or an example of a client for whom we have conducted such services in the form of a case study?	For bullet point 2 a case study is fine. for bullet point 6 an example.
110	In page 6 of the Technical Specification, under the title "B. WEB USER-TESTING SERVICES" you have listed three types of Activities to be delivered (three bullets). Then in the following table, it is stated that the "Estimated frequency" is "Twenty times per year (estimate)". We understand that the estimation is for twenty activities in total (independently of the type of activity), and not twenty times of each type of activity, i.e. around 60 activities in total.	It is estimated 20 activities in total, independently of the type of activity.
111	You request an ' An example of an online web survey used to gather users views of an existing website with an accompanying report'. Client confidentiality restricts us from providing an actual final report that has been delivered to a client. Considering the above what does EMEA expect from this request?	If you are unable to provide an actual final report due to client confidentiality, then the alternative could be a case study with key redacted extracts of the report in order to demonstrate that the work was done.
112	Answer to question 92 and Annex I – Costing Sheet. Question: In your answer you mention that for Parts B and D "In the interests of clarity, we expect 50% of participants to be sourced by the supplier and 50% by EMEA". In the Costing Sheet you request a quotation with the assumption that five participants will be selected by the service provider. Is it safe to assume that the total participants in the various sessions/workshops/one-on-one surveys/focus group sessions etc. are ten? If yes, is it the service provider's responsibility to supply the necessary infrastructure such as eye-tracking work stations for the five EMEA-appointed participants?	There is now a CORRECTION for question 92 : For part B, participants are 100% sourced by the supplier. Please use the costing sheet as it reads currently as the basis for your costing. For Part D, no numbers are given in the technical specifications text therefore please use the costing sheet (which does have numbers) as the basis for your costing. Now not applicable.
113	Are you able to put any metrics or prioritisation on the audiences listed?	More information will be given to the supplier during the initial project briefing once the tender is awarded. See also questions 23, 29, 70 of the clarifications.
114	You mention "other online applications" – apart from Eudrapharm – what others are there?	Currently Eudrapharm is the only website from the Telematics suite of sites where content is publicly available. During the course of the next few years we expect more of the sites to become 'publicly' available, i.e content that is not password protected.

115	Section 3: You mention the development of taxonomy as a service. Does the EMEA already have a taxonomy to start from or will this be a new development?	This will be a new development.
116	A: WEBSITE REDESIGN Component 1 How many staff interviews do you anticipate?	See questions 34 , 75 in the clarifications. See also http://www.emea.europa.eu/htms/aboutus/organigramme.htm for an idea of EMEA's structure.
117	A: WEBSITE REDESIGN What previous research has been carried out that we need to review?	See also questions 23 , 29 of the clarifications. Broadly a web survey and web user statistics.
118	A: WEBSITE REDESIGN What is the current size of the sites to be audited in terms of number of pages or content objects?	More information will be given to the supplier during the initial project briefing once the tender is awarded.
119	A: WEBSITE REDESIGN For the interviews / sessions – do you anticipate these being group or individual activities?	See questions 37 , 64 , 75 , 92 of the clarifications.
120	A: WEBSITE REDESIGN Component 2 For the testing sessions – do you anticipate these being group or individual activities?	This is at the discretion of the supplier given their experience in this field.
121	A: WEBSITE REDESIGN Component 5 Will EMEA provide translations of the interface and content for the different languages or do we need to budget for this?	As per the technical specifications, "EMEA would supply translations but the service provider would need to ensure that graphics (banners etc.) are delivered in the appropriate language." See question 66 in the clarifications
122	A: WEBSITE REDESIGN Ordering of components Do the components have to be run consecutively and in the order specified – or can we suggest a project plan that has an alternative ordering (for example – running component 3 and 4 in parallel)?	Please note that in the technical specifications, Part A reads that the redesign project is "broadly" expected to include the following components therefore this decision is at the discretion of the supplier.
123	A: WEBSITE REDESIGN Timescale What leads you to the assumption that the work will take 7 months?	Previous experience.
124	B: WEB-USER TESTING SERVICES Are EMEA set on the use of eye-tracking or can we propose other methodologies for testing if we think they would produce better results?	Please see questions 82 and 83 in the clarifications.
125	B: WEB-USER TESTING SERVICES Can we run card sorting using an online card-sorting tool or do you need these to be face-to-face sessions?	EMEA is about to embark on a four year relationship with a supplier. EMEA expects the supplier to recommend best practice and improvements as part of this relationship. However, in terms of this public tender, the tenderer is expected to comply with the requirements listed here when developing and submitting the technical offer. Therefore, EMEA cannot comment on the above question until the tender is awarded.

126	B: WEB-USER TESTING SERVICES Do you see the twenty sessions as being grouped in phases or happening on an ad hoc basis?	It will happen in a planned way with sufficient notice.
127	C: GRAPHIC AND HTML & CSS DESIGN AND MULITMEDIA SERVICES Do you have any estimate of how the 150 days might break down between the four categories?	Currently, no.
128	C: GRAPHIC AND HTML & CSS DESIGN AND MULITMEDIA SERVICES Is this work likely to happen in discreet phases or on a truly ad hoc basis?	It will happen in a planned way with sufficient notice.
129	C: GRAPHIC AND HTML & CSS DESIGN AND MULITMEDIA SERVICES How much notice would be likely to get of an ad hoc requirement?	It will happen in a planned way with sufficient notice.
130	D: WEB AUDIENCE RESEARCH SERVICES Do we need to budget for incentives to recruit participants, or will EMEA cover these or allow them as project expenses over and above the contract value?	The cost of the recruitment of participants is expected to be covered by the supplier. See question 92 of this document
131	D: WEB AUDIENCE RESEARCH SERVICES Will focus groups be run at EMEA, at our offices or at other locations?	This is at the discretion of the supplier. See question 64 in the clarifications for more information.
132	8. Contract volume Is the €1.8m estimate inclusive or exclusive or VAT?	Exclusive of VAT
133	16. Tender to be submitted You ask for us to include “documentation requested to enable assessment of award criteria (15.1)”. Are there any specific documents other than those requested elsewhere in the ITT that you need in order to make this assessment?	In relation to the award criteria the answer is no.

134	In section 14 of your Technical Specification for you ask for examples of a) an online survey with accompanying report produced in the last 2 years for a client b) an example of an intranet redesign carried out in the last 2 years for a client c) an example of a usability audit carried out in the last 2 years for a client d) an example of a user-testing exercise carried out in the last 2 years for a client All of these are commercially sensitive within 2 years for our clients and they are not happy for these details to be disclosed. If we do not include specific client reports with findings will we be penalised in this tender? Our suggested response would be to explain our process and give examples of the questions asked. In addition we could consider whether they would be happy for us to supply the management summary for these documents with the clients name excluded.	Please see question 111 of this document on this subject. A general guideline for suppliers is that if you are unable to provide an actual final report due to client confidentiality, then the alternative could be a case study with key redacted extracts of the report in order to demonstrate that the work was done.
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Document History

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