

Questions & answers

Nr.	Topic	Question	Answer
1.	Language	Some of our statements, for example Registration in the national professional/trade register are in the Dutch language. we assume that we comply with the set requirements, if we enclose it when we submit the answers. Is this assumption correct?	Yes that is correct.
2.	Missing article in the ARN	On page 27 of the Selection Guideline you refer to Section 8.2a of ARN 2016. This article is missing in the ARN. Can you send us a copy of the ARN 2016 including this article?	This is not correct and is a reference to an old article in the previous ARN version 2013. The ARN 2016 is applicable to this tender and the article doesn't exist. You can ignore this specific reference.
3.	Section 1.3 "Scope of the engagement" [page 8] The section refers to 5 processes (Check-in desk allocation; Baggage reclaim planning; Security planning (excluding timetables); Gate/stand planning for aircraft; (Optional) Airside bus planning)while same section 1.3 [page 9] states only 3 will be in scope of Phase 1 (Check-in desk allocation; Baggage reclaim planning; Airside bus planning).	Please confirm this means that processes "Security planning" and "Gate/stand planning" will be part of subsequent phases 2/3 of the to be awarded framework contract; Please clarify what "(excluding timetables)" after "Security planning" means exactly.	Indeed, at this moment the intent is to deliver these processes in subsequent phases. Actual decisions about future scope items will be taken during or after the selection phase.

	Section 1.7 “Schedule for the performance of the engagement” [page 11] table states that both contract signature, start of the engagement and UAT of phase 1 planning processed to take place Q3-2019.		
4.	As above	Please validate the stated expectation that contracting, kickoff, design, development, installation, test and end user acceptance of 3 planning processes is expected to be executed within 3 months? This seems an very short time period, especially as integration to items “outside of scope” such as existing data-platform, flight planning and passenger forecasts, dashboards, reports, AODB and other sources such as sensors, and undisclosed (third party) systems has to be established for the 1st time.	We accidentally presented the wrong data in the <i>Selection Guidelines</i>, for which we apologize. We currently assume that the lead-time for phase 1 of the assignment takes about a (1) year. Herewith the correct estimated timelines: ▪ Estimated date agreement signing (Q3 2019) ▪ Estimated start date engagement performance (Q3 2019) ▪ Estimated handover date Phase 1 (replacement of current planning system functionality) (Q3 2020)
5.	As above	Please provide a link to or a copy of “planning rules agreed within the sector such as RASAS and CIDAR (See Schiphol Airport Charges and Conditions 1 April 2018 for more information)”.	Please visit the following sites for info: CIDAR and other information about the Schiphol passenger process https://www.schiphol.nl/en/operations/page/passenger-process/ RASAS and other information about the Schiphol aircraft process https://www.schiphol.nl/en/operations/page/aircraft-process/ Similar information can be found about the baggage process, including the baggage reclaim allocation rules: https://www.schiphol.nl/en/operations/page/baggage/

6.	As above	Overall: please indicate if Schiphol is preferring a cloud-based or on-premise hosted solution?	Below you'll find Schiphol's policy regarding Cloud-based solutions. As this policy is based on the IT Strategy, it describes the future state of Schiphol and where Schiphol wants to develop to. In order to enable this transformation a roadmap is constructed and implemented over time. We invite suppliers to align your solutions and roadmap to this policy. Schiphol has defined the following cloud policy: "Cloud first, using a multi hybrid cloud approach". Cloud solutions prevail when there are no business, legal, security or other valid obstructions. For mission critical applications, emphasis is placed on availability assessment of a cloud solution (compared to non-cloud solutions).Currently Schiphol is busy further operationalizing this policy in the context of the IT Strategy. During the next tender phase more detailed information will be shared regarding this policy. Schiphol's cloud policy translates to the following architecture principles: • We deliver applications with cloud characteristics This means that all the services delivered to business users will have all five cloud characteristics as defined by NIST, follow a cloud delivery and service model. • We deliver applications suited for a multi cloud environment This means that applications have workload portability across clouds service providers. For example, an application that is deployed on a private cloud or Microsoft Azure can be moved to Amazon's AWS or on-premises with minimal effort. Schiphol is aware of the fact that workload portability is a trade-off, it may limit usage of cloud specific innovations. This will be carefully considered in the design of the solution.
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7.	Section 1.4 “Elements not in scope of the Engagement” [page 9]	Please specify and provide further details of “the already present data hub or data analytics platform” referred to here?	Schiphol has its own data analytics environment and data analytics team that creates insights, models and forecasts for the airport. Further information will be in the Tender document that you will receive when you are selected.
8.	As above	Forecasting the flight schedule and the number of passengers per flight – does the PAX forecast provide division of number of PAX per flight to different categories, e.g. local vs transfer PAX, Schengen vs International transfers, etc.?	The passenger forecast contains the split per type of passenger: Local, Transfer (incl Schengen vs Non-Schengen split) & Transit.
9.	As above	Could improvements to existing elements such as “forecasting the flight schedules and the number of passengers per flight” be part of later phases, after phase 1, especially if the framework party sees room for improvement in these areas with existing off the shelf solutions and data in its capabilities?	No, this is out of scope for this contract
10.	As above	Please specify how integration to these elements “out of scope” is expected to be arranged? Will Schiphol provide industry standard APIs to all components, is there an Enterprise Service Bus in place? If yes, please provide specific details of these APIs and the ESB specifications where possible.	Schiphol has an ESB that is used for communication between systems and platforms. More detailed information about this will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
11.	Overall documentation	1. Schedule for the performance of the engagement in Selection Guidelines In Par 1.7 the date for each of the 3 milestones is Q3 2019. Is this correct? If this is not the case, what are the correct dates?	1. Please see the answer stated at question 4.

		2. Tender Schedule in Selection Guidelines In par 2.3 the dates for 'Announcement of preliminary selection results' and 'Deadline for receipt of Supporting Documents for Verification ESPD' are both in December. Is this correct? If this is not the case, what are the correct dates? 3. Announcement of preliminary selection results in Selection Guidelines Is the in par 2.3 mentioned activity 'Announcement of preliminary selection results' the same as the step/activity 5 (Provisional Selection) mentioned in Chapter 3 4. Announcement of preliminary selection results in Selection Guidelines Is activity/step 6 on page 22 in Chapter 3 part of step 5 (Provisional Selection) on page 21? 5. Provisional & Final Selection in Selection Guidelines Are we correct in assuming that the date for the Provisional Selection (i.e. 5 candidates) is 3 Nov 2018 and the Final Selection (winner of the last 5) is 14 December 2018? 6. Lay the foundations for future planning Integration in Selection Guidelines In the last part of Par1.3 is mentioned 'we wish to lay the foundations for future planning integration'. How does Schiphol intend to verify this capability (i.e. integrated optimization)?	2. Yes, that is correct. 3. Yes, that is correct. 4. After the assessment and a possible draw, the provisional assessment result / Announcement of preliminary selection results will be sent. 5. No. The date for the Announcement of preliminary selection results is 3 December 2018. On 14 December the Final Selection result is scheduled. This is not about the winner of the last 5 but a confirmation of the preliminary selection results (5 selected Candidates). 6. Not relevant in this phase. This information will be will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
12.	Integration Platform	Is there an enterprise integration platform? If so, can Schiphol share more information about this?	Schiphol has an ESB that is used for communication between systems and platforms. More detailed information about this will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
13.	Data Model	Is there an enterprise data model defined? If so, can Schiphol share information about this?	Not relevant in this phase. Any relevant information will be in the Tender document that you will receive when you are selected for the next phase of the tender procedure.
14.	Operational Tuning	Regarding Operational tuning, is there an expectation that this will be done manually based	This can be a mixture.

		on forecasts reported, or automated tuning based on a set of rules that define the operational boundaries, or a mixture of both?	
15.	Continuous Improvement	With reference to the requirement for continuous improvement across teams within planning and forecasting. What is the anticipated frequency of changes? How are the teams setup in terms of hierarchy to support this?	The exact way of working is open for discussion, but Schiphol sees Scrum as a logical starting point, working in 2 weekly sprints. The team should consist of employees of both Schiphol and supplier.
16.	Agile Delivery	Does Schiphol group use agile delivery methodologies today?	Yes. Schiphol is known with and when applicable makes use of the various agile methodologies such as Scrum, Kanban, DevOps, SAFe.
17.	BRMS	Do Schiphol automate rules using a Business Rules Management System? If yes, is there business ownership of the rules or is this managed by IT to make changes?	The way rules are automated and managed depends on the process and applications. Rules are mainly managed by business. For complex changes IT or a vendor can be involved. More detailed information about this will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
18.	BPMS	Do Schiphol automate processes using a Business Process Management System?	Not relevant in this phase. Any relevant information will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
19.	Business Process Management	Do Schiphol practice Business Process Management as a management discipline?	Not relevant in this phase. Any relevant information will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
20.	Process Modelling	Are the current in scope processes for planning and allocation documented in visual form today (e.g. Business Process Modelling Notation)?	Process documentation is available and relevant info will be in the documentation that you will receive when you are selected for the next phase of the tender procedure.
21.	Innovation	What approach does Schipol group take today to operationalise innovation into their business?	Schiphol is open for innovations together with our suppliers.
22.	Journey Mapping	Have Schiphol Group engaged in customer/passenger journey mapping? If yes, are there plans to implement changes to schiphol operations based on the outcome?	Not relevant in this phase.

23.	Platform Delivery	Does Schiphol Group have any preference for whether this platform should be delivered on-premise, in the cloud or hosted?	Please see the answer stated at question 6.
24.	Standard Form E	Standard Form E requests a declaration that the Candidate "have a written and spoken command of the Dutch and/or English language". Please can you clarify if it is either "and" or "or"? In other words do you require command of both languages or either language?	We require a written and spoken command of Dutch OR English. Of course, both is also fine but not mandatory.
25.	Standard Form A Checklist	Standard Form A Checklist Recourse to technical capability of third party, including Supporting Documents, with reference to Chapter 2.8.7. This chapter does not exist in the Selection Guidelines. Where does this item refer to?	This is not correct. The reference should be Chapter 2.7.6.
26.	Standard Form A Checklist	In the Standard Form A Checklist, a reference is made to "Testimonials from the Contracting authority in line with article 8.2a of the ARN2013". We are working on this but may struggle to get testimonials in this format in time for the deadline. Is it possible to place these testimonials in the category of "Supporting Documents to be submitted on Request"?	This is not correct. The ARN 2016 is applicable to this tender, not the ARN 2013. You can ignore the reference to article 8.2a of the ARN 2013. We have considered your request but we will not place the testimonials in the category "Supporting Documents to be submitted on Request". Our experience from previous tenders is that it appears to be even more difficult for suppliers to deliver the testimonials on request within 10 days after the Announcement of preliminary selection result.
27.	Standard Form G	Standard Form G (Statement of Core Competencies) include a section at the end for a declaration by the Candidate "...that it has completed the above table truthfully" and that "...if required it will submit Supporting Documents within ten (10)	Yes, this needs to be signed by the Candidate.

		calendar days after the first request of the Contracting Party.” For the avoidance of doubt, please confirm that this document needs to be signed by the Candidate. Please also can you describe which “Supporting Documents” you intend to request?	Schiphol might decide to verify a reference and ask for some supporting documents / evidence of the engagement. It depends on the engagement what kind of documents are relevant, this can't be determined upfront.
28.	Page 11, Section 1.7 - Selection Guidelines	It is assumed that there is an error in the table shown on page 11, Section 1.7 of the Selection Guidelines. Please can you provide the dates for the Estimated date agreement signing, estimated start date engagement performance, and Estimated handover date Phase 1?	Please see the answer stated at question 4.
29.	Chapter 1.3 - Selection Guidelines	This question is related to the scope of the engagement as described in Chapter 1.3 of the Selection Guidelines. It is stated that “The Engagement will be implemented in a series of phases. Phase 1 relates to the implementation of a planning solution ...”. Please can you clarify what your current thinking is on the scope of the engagement for the assignment being tendered: does it include all phases or is it limited to Phase 1?	Paragraph 1.3 contains the full scope of the engagement. However, the first assignment of the new engagement will be the replacement of the current planning system functionality, in the <i>Selection Guidelines paragraph 1.7</i> referred to as ‘Phase 1’. We award the framework agreement to one supplier. During the term of the framework agreement, new assignments within the scope of the engagement can be awarded to this contracted supplier.
30.	Chapter 1.3 - Selection Guidelines	This question is related to the scope of the engagement as described in Chapter 1.3 of the Selection Guidelines. Under Flow forecasting / simulation it is stated that “The implementation of a flow forecasting/simulation solution for passengers, airside and baggage reclaim, ...”. This scope is not 100% clear to us and we would like	To enable accurate planning for a process a forecast is required that delivers the expected inflow to that process. The way how to determine such a forecast differs per process area: - Airspace/Airside: Forecasting of aircraft flow to support optimal planning of gates and busses and predict inflow of arriving passengers into the terminal. A large part of

		to better understand your aims. In the market consultation documents of April 2018 a useful conceptual structure was described, identifying five "process groups": Airspace, Airside, Passenger, Baggage, Landside. Please can you describe in more detail what the scope of this assignment is, ideally in the terms of the Process Groups defined in the Market Consultation above?	this is covered by the A-CDM arrangements within the aviation sector. However, internal models can help in making the planning more robust and support scenario simulations. - Passenger: Forecasting the flow of passengers at each touchpoint and forecasting crowd sizes for safety purposes. Such forecasting is needed to make a cost efficient and effective planning for passenger processes such as security, check in and passport control. - Baggage: Forecasting moment of baggage items, baggage arrival time, duration of reclaim process, etc - Landside (traffic, parking, public transport): This could be a future step to become more accurate in forecasting passenger flows. Initially this is not a focus item.
31.	chapter 2.3 - Selection Guidelines	Our question is related to planning and award of this project. In chapter 2.3 of the Selection Guidelines it is stated that "The precise planning for the tender and award phase will be shared following announcement of the final selection result of the selected Candidates." Please can you communicate your current thinking on the procedure you expect to follow and a target date for the award of this commission next year?	We think about a Best Value Procurement process, with an estimated contract award date in Q3 of 2019.
32.	extention closing date question round	Dear Mr. Bennekom, We are currently in the proces for preparations of this tender. The mentioned closing date for questions is 8 October 10:00 hour. On behalf of XXX I would like to ask for an extention of the deadline for the submission of our questions to Wednesday the 10th of October 10:00 alternatively to Friday the 12th of October 10:00 hour. Your consideration is appreciated.	I'm very sorry to let you know that we can't change our closing date. This is not possible due to all the agendas of the involved persons that need to answer the questions.

33.		Is it allowed for a software vendor to submit an application by itself, if the technology is also submitted as a 3rd party technology by other companies?	There are only 2 ways to participate in this tender: • You apply as an individual company or as part of a Consortium. This is only allowed once; • Next to this, you may also apply as a third party/subcontractor, together with a maincontractor. This can be done multiple times. However, there are prerequisites for being a third party supplier/subcontractor. All the prerequisites for submitting an application together with other parties are described in the tender guidelines (f.e. paragraphs 2.7.1, 2.7.6 and 2.8).
34.		Can you please confirm timelines of the procedure as they seem to be incorrect (Q3 2019)?	Please see the answer stated at question 4.
35.	Core Competency 3 – Planning optimization throughout the chain	Could SNBV explain more in details the kind of planning optimization they refer to. Could system optimize allocations based on predefined allocation strategies in order to limit number of iterations?	Optimization of performance throughout the chain means that partners work together to obtain an optimal overall performance. The key to achieve this will be to find a way how the different planning interests and limitations can be considered in determining the best solution for all parties. This could be via more detailed exchange of data, planning information, agreeing on planning priority rules or other ways. The Schiphol planning solution is expected to play a central role in reaching this optimal performance.
36.	Core competency 4 - Planning and Forecasting at Operational – Day of operation	Could SNBV provide an example of the system during the day of operation. Will forecast be requested at any time of the day with the current queue occupation (number of pax standing in queue) for example?	Yes, during day of operation, the situational info and forecasts should be as real-time and accurate as possible, so that planning decisions can be of the best possible quality.