

THE CARLSBERG BREWHOUSE PROJECT > Questions

1

Is attendance at the pre-submittal meeting mandatory tomorrow?

No.

However it's important to understand the entire area.

2

Will it be possible to visit again prior to the prequalification submittal?

We'll not do individual tours regarding this project.

However the area is open to the public, so you can experience the buildings from the outside.

3

Are there any limitations on the overall length and page formatting of the competition material, or are these parameters left to the discretion of the competitors?

There are no specific parameters.

However please be aware of:

Vision Statement.

The statement must describe the teams' general view on and approach to experiential development, branding and architecture, as well as the specific approach to the competition project (max 3 pages).

4

This statement will be in terms of written word and drawings, we presume?

It's to the competitors to decide.

5

Are we potentially allowed including drawings as an appendix?

Yes.

6

All the information must be delivered in English? Including the copies of the accounting papers or legal organisation papers?

All communication involving the competition, contracts and negotiations to be conducted in English.

7

When the brief asks for "Information on competitions won over the last 7 years", what type of information do you require? Obviously we will be including a selection of images in the 'Reference Section', so for this section do you require a list of project names, locations, dates? Do you require budgets or anything in particular?

There are no specific parameters, but project names, brief descriptions, locations, dates, images and the like are of course necessary.

8

Is it correct that we have to hand in 3 hard copies but as well send it per mail or just enclose an electronic copy?

The application for pre-qualification must be delivered in three hard-copies also to be sent electronically.

9

Is the deadline for the submission of 7 June May 2011, 14:00 hrs when the prequalification documents are to be received in Copenhagen? Or is this a postmark deadline?

We are happy to make allowances for a postmark date prior to the given deadline for delivery of hard-copy proposals to allow for differences in delivery times between local and international responses. However we will still expect all electronic copies of full proposals from all respondents irrespective of their location to be received on or before 2 pm on 7th of June 2011.

10

Will all tender documents be available in English (e.g. the local plans for the district master plan)?

Overall yes.

Unfortunately the two Municipal Planning Documents exist in English only.

11

Regarding the Contents of Application, do all companies within our team need to supply the full information, or just the Lead Consultant?

We would encourage all parties to provide as much information as they reasonably can to support their individual or collective tenders. Where this is not possible we would encourage the 'lead' party to provide as much relevant info as they feel necessary to support and substantiate their choice of team members.

12

We are an architecture office that is building a multidisciplinary team work for the application. Is it possible that an engineering company provides the experience on the technical requirements, referenced projects and the references from relevant authorities?

We would encourage all respondents to decide how they can best put forward the most complete and convincing responses for the information requested.

13

In case of joint tenders, can engineers participate on more than one tender or is there exclusivity?

It is for individual companies to decide how and with whom they would like to collaborate. We also confirm the merits of all tenders will be evaluated on an individual tender-by-tender basis.

14

Our team consists of two enterprises: XX and another office specialized in museum, branding and exhibition design. Will the design of the museum/exhibition form part of the commission? In other words: is an exhibition and branding – designer requested at this stage of the process or will the content of the Brand and Experience Centre be an extra part of the execution?

The 3 page Vision Statement requested call's for "...the teams' general view on and approach to experiential development, branding and architecture." It is for each respondent to decide how they would best like to approach the development of this statement and who they would like to involve and/or collaborate with in the preparation of that response.

15

I would like to know if the "The Carlsberg Brewhouse Project" competition is open for companies only, or I can take part as individual?

The complexity of the project makes it unlikely that a team consist of one person.

16

Is the contest open for the students?

In principle, everyone can participate and set the right team. But a team of students only would not be realistic.

17

Is it expected that teams include an engineer or a greater degree of emphasis on brand experience and architecture?

It is for individual companies to decide how and with whom they would like to collaborate.

18

Do you envisage that the entries will be 'teams' consisting "brand experience development, architecture, visitor attraction design and event management" companies or do you see these being individual submissions for different packages?

It is for individual companies to decide how and with whom they would like to collaborate.

19

How will teams be selected in the pre-qualification stage?

Applicants must fulfil the following requirements for pre-qualification:

Expertise within experiential design and development, branding and architecture to the highest standard.

- Experience in designing and delivering successful projects of similar scope, scales and programs.
- Experience with best-practice technology within digital visual and projection instruments.
- Experience, ability and a willingness to collaborate closely with the Authority and additional partners, to ensure that the project meets the requirements, goals and expectations of the Authority.
- A fully integrated team with supporting working processes and practices to ensure effective collaboration between all parties.

The teams will be chosen by the Jury and the Steering Committee.

20

What exactly do you mean by; details by companies IT skills and tools? Do we need to provide details about the creative creative software we use like adobe creative suite, sketchup etc?

Yes.

21

Are any of the drawings available in an autoCAD format?

It's not available at this early pre-qualification stage.

22

It will be nice to know the construction budget?

It is not available at this early pre-qualification stage.

23

Are there information available about the size (m2) and approximate project budget?

It is not available at this early pre-qualification stage.

For size of The Brewhouse and Elephant Gate: Page 11 in the Competition Programme.

24

Was an Economic Feasibility study done?

No.

25

Do you wish for proposals to include a feasibility study or team?

We would encourage all respondents to decide how they can best put forward the most complete and convincing responses for the information requested.

In the competition economy plays an important role, e.g. page 8 in the Competition Programme.

26

Is there a separate engineering competition?

No.

27

In case of joint tenders, can engineers participate on more than one tender or is there an exclusivity?

It is for individual companies to decide how and with whom they would like to collaborate. We also confirm the merits of all tenders will be evaluated on an individual tender-by-tender basis.

28

The youngest/latest official financial performance statement has been issued for 2009 at this time; no official 2010 data. Is that OK?

Yes.

29

What is the role for the urban plan and urban design of the area in this competition. In the first brief we understand it to be part of the competition (page 16). In the second brief (from 2/5, i.e. Prequalification Material) the focus seems much more to be on the brand experiences.

Also, related to this the text describes the topic sustainability: Should it be read as a design task (buildings and landscape)? And a value would be to include Landscape architects/ urban designers in the team?

In the competition programme, the district is mentioned quite right, since it plays a role in the overall understanding of the area and how Carlsberg is represented and shall be represented in the time to come.

However the competition is not an urban planning project. The main focus is on the transformation of the Brewhouse, but should take into account the ongoing activities and future plans for the Carlsberg site.

We're aiming to create a unique meeting place, based around Carlsberg's core values, where tourists, Copenhageners, consumers, customers, as well as Carlsberg's own employees can interact with the world of Carlsberg and provide Carlsberg with a strategic platform, dedicated to Carlsberg's brand, where the brewery can engage visitors and let them explore the global spirit and brand; its rich heritage; its commitment to social engagement; and its long-standing tradition of giving back to society. Therefore brand experience development and the like is so important.

At this stage sustainability refers primarily to a financially sustainable business. However environmental sustainability is of course important and an integral part of modern business thinking. It's possible to include landscape architects/urban designers. However it should not be central for the team as it is not an traditional urban planning project.

Also see question 17 + 18 + 37.

30

What is meant by 'Contact details of relevant authorities to provide references to also be provided'?

It may be necessary for us to ask former clients for references/info on past projects.

31**Who are the Jury members?**

The Competition is judged by a jury including representatives from the Carlsberg Group as well as national and international representatives within brand experience design and architecture.

The Carlsberg Group:

Jørgen Buhl Rasmussen, President, CEO

Khalil Younes, Senior Vice President, Group Sales, Marketing and Innovation

Lars Holten, Director, Carlsberg Properties

Jesper Bo Jørgensen, CEO, Carlsberg Denmark

The full Jury is not official yet.

32

“Information’s on competitions won over the last 7 years” and “Reference projects delivered and/or initiated within the last seven years, which are relevant in relation to an advanced experiential centre situated in a central urban position. Contact details of relevant authorities to provide references to also be provided”: Question: We would like Carlsberg to clarify the difference between these two requests for information.

“Information’s on competitions won over the last 7 years”: this question invites the respondent to demonstrate their general track-record and performance in entering design competitions.

“Reference projects delivered and/or initiated within the last seven years, which are relevant in relation to an advanced experiential centre situated in a central urban position. Contact details of relevant authorities to provide references to also be provided”: this question invites the respondent to provide specific details of projects they have been involved with that they regard to be directly relevant to our requirements for the Carlsberg Brewhouse Project.

33

“Details of the companies’ performance management processes”. Question: We interpret this as information regarding our QA and project management procedures. Can this be confirmed? Is customer satisfaction surveys’ also needed?

Where possible we would like to have information on both how the respondent manages and maintains the day-to-day performance of their own project work and activities along with any further tools, processes, techniques used by the respondent to help evaluate and demonstrate the performance and success of their finished projects.

34

On the contents of application, it said, "Declaration from an accounting documenting the company's financial performance over the last 3 years."

In this meaning, financial performance document supposed to be official document including accountant representative signature? Or only number can be on part of pre-qualification set in financial performance section?

Where possible it would be best to provide copies of audited accounts to verify company performance. If copies not available then the respective figures verified with note from an independent accountant would be ok.

35

Currently, I have provided the number of revenue, operating income, ordinary income, net income for over the last 3 years. Please let me know if further information is required.

Where possible it would be best to provide copies of audited accounts to verify company performance. If copies not available then the respective figures verified with note from an independent accountant would be ok. Key is that company finance info given can be verified.

36

Regarding official documents in the prequalification application: May the declaration from the accountant be in Danish?

The competition is international and the language English. All communication involving the competition, contracts and negotiations to be conducted in English.

37

Regarding the team I would like to know whether the planners that join our team such as e.g. Landscape Architects can apply in parallel with another architect. Respectively can each consultant / planner apply uniquely with one team only?

It is for individual companies to decide how and with whom they would like to collaborate. We also confirm the merits of all tenders will be evaluated on an individual tender-by-tender basis.

38

I have a question regarding the material for the prequalification application. As I understand it it's required to provide information about number of employees and their credentials from all the companies in the team. How much information do you expect when asking for their credentials – is it sufficient to make a overview of the employees according to their main field, e.g. 10 architects, 3 planners and so on? More detailed information about the specific persons that make out the team are provided in some parts of the application e.g. in the CV's. This way we provide an overview of the organization's employees and a detailed description of the specific persons constituting the team.

Also, this would seem also to cover what you refer to as a description of the organization – as we present our organization in accordance to trade groups and roles in the organization?

We would like to understand who the proposed core members of the project delivery team will be – either within or across different collaborating parties – along with a summary of their individual project roles/responsibilities and individual relevant previous experience in relation to the project.

39

When you ask for team capabilities and CV's for the people responsible for the project, do you then want CV's for just a competition team or for larger team in case of a real building and development of the experimental centre?

We would like to understand who the proposed core members of the project delivery team will be – either within or across different collaborating parties – along with a summary of their individual project roles/responsibilities and individual relevant previous experience in relation to the project.

40

Address, telephone number and name of responsible to send the application?

Contact name: Anne Norgaard

Tel: +45 2211 1304

E-mail: anne.norgaard@carlsberg.com

Address:

Carlsberg Group

Visit Carlsberg

11 Gamle Carlsberg Vej

1799 Copenhagen V

Denmark