

**ANNEXURE A**

**Customer Relationship Management Solution**

**Scope of Work**

## Glossary

Acronym	Description
ACSA	Airports Company South Africa
AD	Active Directory
ARR/DEP	Arrival/Departure
ASQ	Airport Service Quality
COE	Center of Excellence
CRM	Customer Relationship Management
HR	Human Resources
IT	Information Technology
KAP	Key Account Plan
KAM	Key Account Manager
RFP	Request for Proposal
SLA	Service Level Agreement
SOW	Scope of Work
SO	Stakeholder Owner
XML	eXtensible Markup Language
W3C	World Wide Web consortium

*Table 1 : Glossary*

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# 1. Introduction

## 1.1. Purpose

Airports Company South Africa SOC Ltd (ACSA) hereby invite Bidders to submit proposals for a fully packaged Customer Relationship Management (CRM) solution. The Service Provider will be expected to implement the business requirements, provide support and maintenance for the period of five (5) years.

## 1.2. Objective

It is required that a Service Provider be appointed to implement a fully packaged CRM solution that will initially enable the following business areas:

- Client & Passenger Services for management of Customer Queries and Key Account Management
- HR Shared Services for management of Employee Queries
- Corporate Affairs for Stakeholder Relations Management

The solution must have the capacity to be expandable to other business areas in the future.

## 1.3. Background

ACSA is focused on providing a high quality of customer service across all nine (9) airports and also increase its Airport Service Quality (ASQ) score. To achieve this, ACSA requires a solution that will enable its business to efficiently perform efficient customer service and management of the stakeholders.

Furthermore, the solution would ensure that engagements between ACSA and its customers is managed in a centralized manner and service level agreements are followed. The solution to be provided must be scalable to allow expansion to other business units as when required.

## 2. RFP Scope

2.1 ACSA is seeking to procure a Customer Relationship Management solution with the following minimum capabilities:

- Customer query management
- Employee query management
- Key account management
- Stakeholder relations management

The Service Provider to be appointed will also be expected to support and maintain the solution for the period of five (5) years.

2.2 The scope of the CRM solution will include users that are based at ACSA Corporate Office and 9 Airports sites; OR Tambo International Airport, Cape Town International Airport, King Shaka International Airport, Bram Fischer Airport, Upington Airport, Kimberley Airport, George Airport, Port Elizabeth Airport and East London Airport.

2.3 Implementation of the on-premise CRM solution or cloud-based solution (data to be hosted in countries that have equal or better data privacy laws as South Africa, e.g. European Union).

2.4 Scope of users

No.	Department	Function	Estimated number of users
2.4.1	Client & Passenger Services	Customer Query Management	150
2.4.2	Client & Passenger Services	Key Account Management	50

2.4.3	Corporate Affairs	External Stakeholder Management	80
2.4.4	HR Shared Services	Employee Query Management	95

*Table 2: Scope of users*

- 2.5 Software quality assurance in terms of testing including but not limited to unit, functional, performance, stress and vulnerability testing.
- 2.6 Training of users.
- 2.7 Change management.
- 2.8 Support and maintenance.
- 2.9 The solution must be accessible via Windows-based laptops, PC's, mobile devices and tablets.

## 3. ACSA's Business Requirements

The following requirements are for the departments and functions that are in the initial scope of the Customer Relationship Management solution.

### 3.1. Client & Passenger Services: Customer Query Management

- 3.1.1. The system should have the capability to allow logging of customer queries received from the following channels: Call Centre, email, mobile application, SMS, Website, Live Chat, Social Media, Information Counter (face to face). The queries received from email, SMS, Website, Mobile application and Live Chat must be automatically logged on the system.
- 3.1.2. All queries that are logged must have a system generated reference number.
- 3.1.3. Users must be able to log an enquiry (a query that is instantly resolved) by clicking on category and subcategory for that specific enquiry on the system:
  - 3.1.3.1. The system should default to the airport that a face to face agent belongs to.
  - 3.1.3.2. The system should have a view of enquiries that are logged by agents.
  - 3.1.3.3. The system should calculate the total number of enquiries received for a specific category and a subcategory per airport to allow reporting.
- 3.1.4. Escalate an enquiry into a query (case)
  - 3.1.4.1. The system should have an option to allow users to escalate an enquiry into a query before they submit the specific enquiry.
  - 3.1.4.2. When a user opted to escalate an enquiry into a query, the system should prompt the user to capture that enquiry as query on a query form.
  - 3.1.4.3. The system should log an escalated enquiry as a query including the channel, agent's name, date and time.
  - 3.1.4.4. The system should be able to count the number of enquiries that were escalated into queries.

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3.1.4.5. The system must generate a unique reference number when a query is logged.

### **3.1.5. Manually capture a query**

3.1.5.1. The system must have a form for capturing a query. The form is to be used by face to face and Call Centre agents. The form must include an option to assign a query category. The query categories are: Access, Airline Services, Airport Environment, Airport Facilities, ARR/DEP Services at Airport, Customs Passport and Visa, Finding your way, Security, Retail, Training, Operational Procedures and Others.

3.1.5.2. The system should be able to suggest customer profiles that have a cellphone number or email address that matches the one that is being captured by an agent.

3.1.5.3. The system must have an option to allow agents to select an existing customer profile and prepopulate a query form with customer details.

3.1.5.4. The system must automatically create a customer profile when a query is initially received based on cellphone number or email. Subsequent queries from a similar cellphone number or email address must be added to that created profile.

### **3.1.6. Query views**

3.1.6.1. The system must have a page showing a list of queries and enquiries that are logged.

3.1.6.2. The system must have the capability to allow users to access and view the details of a query.

3.1.6.3. The system must default a query owner as not assigned when a query is received.

### **3.1.7. Query acknowledgement message**

3.1.7.1. The system must be able to send and store an automated acknowledgment message to the customer within 24 hours from when a query is received.

3.1.7.1.1. The system automated acknowledgement message must be sent to a channel used when logging a query (email or SMS) or to a preferred contact method indicated from website or on the query form from the system.

### **3.1.8. Call Centre specific requirements**

3.1.8.1. When a query is being logged by a Call Centre agent, the system (CRM) must fetch the caller's cell phone number from Call Centre system (CISCO call manager system) and search or locate, on CRM system, the customer profile that is linked to that particular cell phone number. If the cellphone number does not exist, an agent must manually capture the customer details on a query form.

3.1.8.2. The agent must be able to select an existing customer profile and the system must prepopulate the personal details on the query form and display the history of previous queries logged by a customer.

3.1.8.3. The CRM system must link a query that is logged to a call recording on Web recall system. Users must be able to access a recorded call directly from the CRM system.

### **3.1.9. Email specific requirements**

3.1.9.1. The system must have the capability to read the body of an email to detect whether the email received is a duplicate email or not before logging it as a query.

3.1.9.2. The system must be able to detect spam emails.

### **3.1.10. SMS for campaign specific requirements**

3.1.10.1. There are campaign SMS's that are sent with a unique identifier code for a specific operation at the airport. The system must be able to receive the campaign SMSs and automatically log it as a query with reference number.

3.1.10.2. The system must automatically close a query which have a unique identifier code as the prefix of the SMS.

- 3.1.10.3. The system must send a copy of a received SMS which has a unique identifier code to the relevant operations manager linked to that identifier code.
- 3.1.10.4. The system must automatically send an automated acknowledgement SMS to the sender when the SMS is received.
- 3.1.10.5. The system must log an SMS that is received without a unique identifier code as a normal query that would require a query owner to resolve.
- 3.1.10.6. The query administrators must be able to respond via SMS to a query that is logged via SMS.

#### **3.1.11. SMS for request flight information**

- 3.1.11.1. The customers will be able to SMS the flight number. The system must be able to receive these SMS's and respond with flight information (status) from flight information display system.
- 3.1.11.2. The system must automatically subscribe the cell phone number to a requested flight number for that specific day.
- 3.1.11.3. The system must automatically SMS flight information to the customer whenever the status of the flight changes and stop SMSing when the flight number is on disembarked status.

#### **3.1.12. Website requirement**

- 3.1.12.1. The system should be able to receive a feedback form that is submitted from the website and auto log it as a query.

#### **3.1.13. Live chat requirements**

- 3.1.13.1. The system must have a live chat function on the website that must pop up when a user is browsing on website.
- 3.1.13.2. The system must have a chatbot that responds to frequently asked questions (enquiry) on live chat.

3.1.13.3. The system must store the questions (FAQs) that a chatbot responds to as enquiries.

3.1.13.4. The system must automatically escalate an enquiry into a query if the chatbot is unable to respond.

### **3.1.14. Social CRM requirements**

3.1.14.1. The system must have a consolidated view of all ACSA airports' Social Media platforms (e.g. Twitter, Facebook).

3.1.14.2. The system must be able to identify queries from Social Media mentions and trends based on key words that are set by Client and Passenger services users.

3.1.14.3. The system must create a Social Media word cloud based on words that are mentioned on social media that matches the set keywords.

3.1.14.4. The system must have a chatbot that respond to automatically identified queries on Social Media based on frequently asked questions (FAQs).

3.1.14.5. The system must be able to escalate a query from Social Media to the airports' supervisor or super user if chatbot is unable to respond to a query.

3.1.14.6. The system must be able to monitor the turnaround time it took to respond to the query from Social Media.

3.1.15. The system must have a capability to send an automated response to customers when they log a query during system downtimes informing them of an alternative method of contacting customer service.

3.1.16. The Query Administrators are responsible for resolving logged queries. The system must allow Query Administrators to claim a query. The query statuses are unassigned, in hand, in hand needs info, investigation, closed, closed needs info. All these statuses have their own service level agreements defined.

3.1.16.1. The Query administrators must be able to update the missing fields on a query that was automatically logged, assign a relevant query type and status.

- 3.1.16.2. The Query administrators must be able to claim a query. This function must assign a query owner as a query administrator and move that specific query to the query administrator's list of queries
- 3.1.16.3. Once a query has a query owner, the system must track the Service Level Agreement (SLA) against the query administrator based on the assigned query status.
- 3.1.16.4. The system must automatically send a message via email or SMS to the customer notifying of the time it will take to resolve a query based on the SLA for the assigned status. The SLA for 'In hand' and 'In hand (need info)' query status is 3 days; for Investigation is 10 days.
- 3.1.16.5. The query administrators must be able to respond to customer query via email or SMS that is directly sent from a query on the system.
- 3.1.16.6. The system must keep the automated and manual email and/or SMS sent to a customer as part of the query history.
- 3.1.16.7. The system must auto send an SMS or email to a customer when a query status is changed to closed or closed (need info).
- 3.1.17. The supervisor must be able to update a query by filling missing detail, assign type, assign status and assign query owner (query administrator).
- 3.1.18. The users must be able to assign or re-assign a query to a different airport.
  - 3.1.18.1. The users must be able to reassign a query to another airport and assign a new query owner.
  - 3.1.18.2. The system must send an email notification to the new query owner that is assigned onto a query.
- 3.1.19. Query investigation**
  - 3.1.19.1. The users must be able to send an SMS or email to third parties directly from a query.

3.1.19.2. The system should have an option to allow users to attach an actual query onto the email that is generated from the system.

3.1.19.3. The system must be able to receive and store the email responses from third parties as part of query history.

### **3.1.20. Query escalation when SLA is violated**

3.1.20.1. The system must send an email alert to the Centre of Excellence (COE) representative when a query is not assigned a query owner over a certain number of hours. A notification must be sent 3hours before the 24hours is reached and after 24hrs has elapsed.

3.1.20.2. The system must highlight a query in amber when an SLA is about to be violated.

3.1.20.3. The system must highlight a query in red when an SLA is violated.

3.1.20.4. The system must generate an up to 3 levels of escalation when a query is not closed by a query owner. First level escalates to supervisor, second level escalate to supervisor's manager, third level escalate to Group Manager.

3.1.21. The system must have a capability to allow users to create, update, delete survey questions and send and receive survey responses from customers (Content management)

3.1.21.1. The system must have a capability to allow users to capture and change survey questions.

3.1.21.2. The system must automatically send an automated satisfaction survey to a customer whenever a query is closed. The survey must be sent via a channel (email or SMS) used to communicate with a customer.

3.1.21.3. The system must allow users to send surveys to customer profiles that have an indicator for 'Accept future correspondence' set to Yes. Surveys can be sent via SMS or email.

3.1.21.4. The system must be able to receive responses for surveys and store the responses.

3.1.21.5. The system must analyze the survey responses and generate insights based on responses.

### **3.1.22. Monitor business unit performance capability**

3.1.22.1. The business units (airports) must be able to set targets for the % percentage of queries they plan to resolve within SLA per week, month, quarter and year.

3.1.22.2. The system must monitor and track SLAs for queries for a specific business unit and compare the set target against the actual query turnaround times.

3.1.22.3. The system must track an agent's performance by monitoring the queries assigned to an agent against the SLAs, which must ultimately roll up to business unit performance.

### **3.1.23. Bulk messaging capability**

3.1.23.1. The system users must be able to create and send bulk messages to customers via email or SMS.

3.1.23.2. The system users must be able to send messages to ACSA followers on Social Media.

3.1.23.3. The system must store history of sent messages.

### **3.1.24. Dashboard on home page**

3.1.24.1. The system must have a dashboard showing the real time consolidated view of all airports and per airport:

3.1.24.1.1. The number of queries logged for a specific period.

3.1.24.1.2. The number of queries in a specific status as a pie chart.

3.1.24.1.3. The number of enquires per category per airport

3.1.24.1.4. The number of queries in breach of SLAs.

- 3.1.24.1.5. The number of queries per category.
- 3.1.24.1.6. The number of queries complying to SLAs.
- 3.1.24.1.7. The Social Media word cloud based on set keywords.
- 3.1.24.1.8. The Channel used as pie chart.
- 3.1.24.1.9. The Agent performance.
- 3.1.24.1.10. The Airport performance.
- 3.1.24.1.11. The number of enquiries and queries per category from live chat.
- 3.1.24.2. The users must be able to generate a detailed report showing data that is on the dashboard.
- 3.1.24.3. The system must keep the query record for a longer period of time, e.g. 12 months or more.
- 3.1.24.4. The system must provide business intelligence (BI) features that can accurately monitor and measure customer service factors. The system needs to give ACSA insight into customer satisfaction for better customer retention. BI will also allow ACSA to monitor new customer acquisitions to gain great client references in future.
- 3.1.24.5. The system must have a data search function.

### **3.2. Client & Passenger Services: Key Account Management (KAM)**

3.2.1. The Key Account Management requires the conversion of the manual key account planning tool they are currently using into an automated system. The requirements are based on the key account planning (KAP) tool that is used by the key account managers. The tool will be shared with Service Providers.

3.2.1.1. The system must have a function to create key account plan for stakeholders.

3.2.1.2. The system must allow a key account to have multiple key account plans for instances where a key account has presence in different airports. Each account can have its own key account manager.

3.2.1.3. The system must be able to consolidate the KAPs for a stakeholder (key account) with multiple plans into one view.

3.2.1.4. A key account plan must be visible to key account manager, Airport GM and users that report to Airport GM and Center of Excellence.

3.2.1.5. An airport GM must be able to share a KAP with Key Account Managers in other categories.

3.2.2. The key account plan must have the following tabs

#### **3.2.2.1. Stakeholder understanding**

The tab must consist of sections to capture

- i. Stakeholder description, Address of the stakeholder, Industry, number of employees, Financial year end, Current South African footprint.
- ii. Stakeholder strategic focus consisting of stakeholders' vision, Stakeholder's Mission, Stakeholder's long-term goals/priorities.
- iii. Stakeholder's Financial Performance to reflecting the Annual Revenue generated by the stakeholder in the last 5 years and the Breakdown per region/airport of the stakeholder's annual revenue's history for the last 5 years.

- 3.2.2.1.1. The system must send an alert to prompt KAMs in Corporate Office to update the stakeholder understanding during every quarter and there must be an option where a user can indicate if there are no changes to stakeholder understanding.
- 3.2.2.1.2. The system must have a stakeholder matrix where user can indicate whether stakeholder has high or low level of influence.
- 3.2.2.1.3. The system must display news that are related to a stakeholder and its country of origin.

### **3.2.2.2. Industry understanding**

The tab must consist of sections to capture

- i. Competitive Landscape including industry players, Current South African footprint, Revenue for the last Financial year.
- ii. Industry trends including local and global industry trends more likely to affect the stakeholder, the likelihood of how the stakeholder and the industry would be affected, comments.

- 3.2.2.2.1. The system must display news on this tab that are related / affecting the stakeholder's industry.

### **3.2.2.3. Stakeholder decision making unit**

The tab must consist of sections to capture

- i. Stakeholder's decision-making units (executives, senior management etc.) including Name, Surname, Position, Key responsibilities / issues falling within his/mandate, Telephone number, Email.
- ii. Other relevant contact person within the stakeholder's organization including Name, Surname, Position, Key responsibilities / issues falling within his/mandate, Telephone number, Email.

### **3.2.2.4. Stakeholder engagement plan**

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The tab must consist of sections to capture

- i. Stakeholder or Internal (ACSA) activity indicator, Engagement type, Stakeholder owner, KAM Owner, Attendees from stakeholder team, Attendees from KAM team, Frequency of engagement, Objectives of the engagements, Information to be sent to Stakeholder before the engagement, financial year calendar showing when the engagement is planned with distinction between stakeholder's activities and KAM activity.
  - 3.2.2.4.1. Stakeholder owner must be a drop-down list linked to active directory with selected people that are mandated to be stakeholder owners.
  - 3.2.2.4.2. There must be an indicator to specify whether an activity is internal or external activity.
  - 3.2.2.4.3. The Objectives of the Engagement Before the Engagement and Information/Data to be Sent to Stakeholder Before the Engagement. Must only be applicable to internal activity.

### **3.2.2.5. Value captured**

The tab must consist of sections showing

- i. Financial value derived by ACSA from the stakeholder for the last 5 years as Revenue per Financial Year, Projection / targets from current up to 5 years.
- ii. Non- financial value derived by ACSA from the stakeholder including value category and description of the non-financial value captured.
  - 3.2.2.5.1. The financial values should be from Oracle Finance module with revenue breakdown based on an airport/region and as an aggregated/rolled up amount if the stakeholder is in multiple airports

### **3.2.2.6. Stakeholder journey**

The tab must consist of sections to capture

- i. Roadmap showing Stakeholder Journey Phases as Tender, Onboard, Move In, Operate, Re-tender, Terminate; where system must automatically indicate which phase of the journey the stakeholder is in.
  - ii. A grid with phases of the road map with a column to capture Role of the KAM team under the phase, Activities to be completed by the KAM team, Outputs to be produced by the KAM team under each phase.
- 3.2.2.6.1. The system must show and track activities for each phase of a journey, except for when a stakeholder is in tender and operate phase.
  - 3.2.2.6.2. The KAM must be able to add timelines for each phase of a journey.
  - 3.2.2.6.3. The system must send an alert to KAM when a deadline for a phase is about to be reached.
  - 3.2.2.6.4. The system must send an escalation when a deadline for a phase is missed.
  - 3.2.2.6.5. The system must have an additional column for tracking progress and for capturing the actual output for an activity.
  - 3.2.2.6.6. The user must be able to add additional activities onto a list of predefined activities for a phase.
  - 3.2.2.6.7. The system must monitor that the next phase of a journey is not initiated whilst the current stage is not completed.

### **3.2.2.7. Contract tab**

The tab must consist of sections to capture

- i. The stakeholders' contract and capture contract manager, contract start date and end date for an account (stakeholder).
- 3.2.2.7.1. The system must auto send alerts to KAM when a contract is about to reach an end (expiry) date.

### **3.2.2.8. Activity tracker**

The tab must consist of sections to capture

- i. Definitions for the types of decisions.
- ii. List of decisions grid with decisions, Decision rights per KAM team member and Additional comments.
- iii. Dependencies (areas a stakeholder is dependent on ACSA) including dependency, Impact on Stakeholder's Operations, Responsible Person within Stakeholder's organization, Additional Comments.
- iv. Strategic initiatives for a financial year (to address stakeholders needs) including Initiative name, Strategic actions or Key opportunities, Owner, Initiative progress status, Target completion date, additional comments.
- v. Issue tracker with Issue reported, Owner within KAM team, Proposed action to resolve issue, Dependencies on other internal Departments, Target date to Resolve Issue (dd/mm/yyyy), Progress status, Progress report sent to Stakeholder (Yes/No), Additional comments.

3.2.2.8.1. The users must be able to select an activity type as Decision, Issue or Initiative. The system must change the fields as per selected option based on fields and apply the relevant SLA for a type of activity.

3.2.2.8.2. The system must allow users to link an activity to a dependency.

3.2.2.8.3. The system must have the capability to track the progress for each Dependency and initiative

3.2.2.8.4. The decision-making matrix must have a field for capturing the summary of a stakeholder issue that required a decision.

3.2.2.8.5. The decision-making matrix must have column headings as Decision, Make, Approve, Input, Notify. User must be able to select a person's name and surname under each heading.

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3.2.2.8.6. The system must display the selected person's name, surname and email address on the decision-making matrix from Active Directory.

### **3.2.3. Survey capability**

3.2.3.1. The Superuser must be able to create, change, update, and delete survey questions.

3.2.3.2. User must be able to send surveys to a selected group of stakeholders with a selected level of authority identified in the decision matrix (3.2.2.3) via SMS and email.

3.2.3.3. The system must be able to receive responses to a survey.

3.2.3.4. The system must be able to analyze responses and give insights.

3.2.3.5. The user must be able to generate a report based on responses of a survey.

3.2.3.6. The system must allow exporting of survey responses to Excel.

### **3.2.4. Engagement capability**

3.2.4.1. Users must be able to create and send email or SMS to account stakeholders using the system.

3.2.4.2. The email or SMS must be stored as part of communication with stakeholder.

3.2.4.3. The system must show the stakeholder owner's outlook calendar.

3.2.4.4. The users must be able to send email to an email group that is automatically created by system. The email groups are based on account category.

3.2.4.5. The users must be able to indicate or filter on roles that should be added onto the communication that is being created from the system.

3.2.4.6. The users must be able to schedule an engagement directly from a stakeholder engagement plan.

3.2.4.7. The system must send reminders to all invitees a day before the meeting start time and two (2) hours before the meeting start time.

3.2.4.8. The system must send an email consisting of latest news related to an account, to ACSA representatives that are invited to a meeting.

### **3.2.5. Reports**

3.2.5.1. The system must have real time dashboard showing details of the stakeholder activity.

### **3.2.6. Search**

3.2.6.1. The system must be capable to allow searching for data in the system.

### **3.3. HR Shared Services: Employee Query Management**

- 3.3.1. The system must have the capability to accept queries that are logged through Contact Centre/walk-in, directly on the CRM system, Email, HR Kiosk, Oracle Employee or Manager Self Service.
- 3.3.2. The system must have a query form that is accessible on Oracle Employee or Manager Self Service portal where employees can capture and submit HR related queries.
  - 3.3.2.1. The query form must be pre-populated with employee's Name, Surname, email address, contact number, Paypoint, Location, ID number, permit number, position, department, Cost Centre and contact number from Oracle.
  - 3.3.2.2. The employee must be able to capture a query with specific category and add an attachment onto a query form.
  - 3.3.2.3. A query must be directed to a relevant HR Contact Centre based on Paypoint.
- 3.3.3. The system must be able to receive and automatically log queries that are logged via HR Kiosk and only send a single reference number generated by CRM system to the employee.
- 3.3.4. The system must assign a unique reference number to a logged query.
- 3.3.5. Logging a categorized query
  - 3.3.5.1. An Agent must be able to capture queries including attachment on behalf of employees. The system response time must be fast (less than 10 seconds) when an attachment of any size is added.
  - 3.3.5.2. An Agent must be able to select an employee on a list of employees and system must prepopulate employee details on query form.
  - 3.3.5.3. The system must log queries submitted by employees from query form, HR kiosk or captured by Contact Centre agents as categorized query with a reference number.

3.3.6. Logging an uncategorized query

3.3.6.1. The system must log queries sent from email as uncategorized query and must assign a reference number to a query.

3.3.7. The system must auto send an acknowledgement message to the employee's email address or SMS when a query is received on the system.

3.3.8. The submitted query must have a 'received' status and the corresponding SLA for must apply.

3.3.9. Service level agreement tracking

3.3.9.1. The system must track the SLAs based on query status and query owner or the department a query is escalated to.

3.3.9.2. The system must highlight a query that is about to violate an SLA as amber and if violated the SLA as red.

3.3.10. Logged query list view

3.3.10.1. The system must have a view of queries where users can see the list of queries and be able to access details of each query.

3.3.10.2. The Contact Centre agents must be able to categorize a query that was submitted via email by assigning a category and capture missing details and be able to change the category for a query.

3.3.10.3. The system must have a search function where a user can search by reference number/permit number/ employee ID.

3.3.11. Query management capability

3.3.11.1. The Contact Centre supervisor must be able to assign a query to an agent as a query owner and change status to investigation. System must add the assigned query to agents list of tasks.

3.3.11.2. The Contact Centre agent must be able to assign a query to him/herself. The query must be added to agent's list of tasks.

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- 3.3.11.3. An agent must be able to add comments and send emails or SMS to employee directly from a query. The activities must be added onto query history.
- 3.3.11.4. An agent must be able to escalate a query to other departments, by assigning a department name and a respective person from that department to attend to a query.
- 3.3.11.5. An agent must be able to flag a query that is urgent and requires immediate attention.
- 3.3.11.6. The system must allow an agent to reroute a query to another owner in case of an error with selecting the correct owner to respond to the query.
- 3.3.11.7. The system must pause/stop tracking the SLA against an agent if a query is escalated to another department and must resume tracking an agent when a query is in resolved / unresolved status.
- 3.3.11.8. The system must track the query SLA against the department assigned.
- 3.3.11.9. The system must auto send the notification to an employee when a query is escalated to a specific department via email or SMS.
- 3.3.11.10. The system must send an email notification to the manager of the specific department when an SLA for a specific department is violated.
- 3.3.11.11. The department user must be able to communicate via email or SMS with an employee, add comments and change query status to resolved or unresolved.
- 3.3.11.12. The system must send an email notification to an agent (query owner) when a query status is resolved or unresolved and must resume the SLA tracking against an agent.
- 3.3.11.13. The communication sent by an agent or department users must be stored as part of the query history.
- 3.3.11.14. The system must be able to receive response to email from employees. This must be for email responses from manually sent email by an agent.

3.3.11.15. An agent must be able to send a query to an external third party.

3.3.11.15.1. The system must have an email function where an agent can send the communication directly from a query and have an option to attach the original query to that email.

3.3.11.16. The system must be able to receive and store email responses from third parties as part of history of a query.

3.3.11.17. The Contact Centre agents must be the only users allowed to close a query.

3.3.11.18. The system must send the notification to an employee when a query is closed.

### **3.3.12. Reports requirements**

3.3.12.1. The system must have a real time dashboard showing queries without query owners vs queries with owners.

3.3.12.2. The system must produce a daily report showing queries that does not have query owners

3.3.12.3. The system must produce a daily report showing queries that violated SLAs.

3.3.12.4. The system must have a Pie chart showing overall statuses of query for a specific period.

3.3.12.5. The system must have a graph showing number of queries per type (category).

3.3.12.6. The system must produce a report showing a query turnaround time.

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3.3.12.7. The system must produce an overall daily query management report showing all query categories, query owners, status, department escalated to and date assigned.

3.3.12.8. The system must provide business intelligence (BI) features that can accurately monitor and measure customer service factors. The system needs to give ACSA insight into customer satisfaction for better customer retention. BI will also allow ACSA to monitor new customer acquisitions to gain great client references in future.

### **3.3.13. Search capability**

3.3.13.1. There must be a capability to search for data on the system.

### **3.4. Corporate Affairs: Stakeholder Relations Management**

- 3.4.1. The Stakeholder Relations coordinators must be able to create, delete and/or edit external stakeholder profiles. Other system users must be able to view only.
- 3.4.2. The system must store a record of an external stakeholder consisting of name, surname, stakeholder picture, position held, social interest, contact details, organization, organization address, classification, category, email address, phone number, cellphone number, personal assistant name, personal assistant contact number, stakeholder matrix (level of influence/significant impact), priority level.
- 3.4.3. The stakeholder relations coordinators must be able to create, edit, delete stakeholder owner profiles.
- 3.4.4. The system must store a record of stakeholder owner as per on Active Directory consisting of name, surname, position held, division, office number, email address, cellphone number and picture.
- 3.4.5. The system must suggest names of external stakeholders while user is typing based on stakeholder names that are stored on database.
- 3.4.6. The system must allow a user to add a new stakeholder with name and surname that is similar to an existing stakeholder
- 3.4.7. The system must add an organization name onto the saved stakeholder's name to make it unique in a case where there is already an existing stakeholder with the similar name.
- 3.4.8. The system must auto create groups for communications purposes. There must be a group for emails that store stakeholder name, email address and position held. And one for letters that store stakeholder name, company address, and position held.
- 3.4.9. Ability to search for a stakeholder profile by name and surname or company.
- 3.4.10. View profile.

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- 3.4.10.1. A selected profile must be displayed on a view window with a stakeholder picture and stakeholder information captured during creation.
- 3.4.11. The system must have a view showing a list of all stakeholders that have been created.
- 3.4.12. There must be a capability to capture a project by adding project name, description, project duration, project owner, stakeholders.
- 3.4.12.1. The system must have a view showing the list of all projects that were captured.
- 3.4.13. The coordinators must have a capability to capture master engagement plans for stakeholder owners and projects.
- 3.4.13.1. The master engagement plan for a stakeholder owner must be valid for a financial year and system must allow coordinators to capture new engagement plan at the beginning of the financial year.
- 3.4.13.2. The master engagement plan must consist of the external stakeholder name, organization, engagement approach, key issues, strategic objectives, status of a planned engagement, frequency, planned date, priority level and stakeholder commercial value.
- 3.4.13.3. The master engagement plan for a project is valid for a duration of a project. The master engagement plan must consist of the external stakeholder, engagement approach, objective, details, planned engagement date, status of the planned engagement, stakeholder owner.
- 3.4.13.3.1. System must verify that the planned engagements are within the project duration period.
- 3.4.13.3.2. The system must allow stakeholder owners that are added onto an approved project masterplan the access to add feedback for an engagement.
- 3.4.14. The system must assign a unique identifier to a master engagement plan and line items on a masterplan.

- 3.4.15. The coordinators must be able to add line items (planned engagement) onto the master plan. A planned engagement will have the following statuses:
  - 3.4.15.1. Pending after being added.
  - 3.4.15.2. Scheduled when there is a scheduled engagement.
  - 3.4.15.3. Pending feedback when feedback is not captured.
  - 3.4.15.4. Completed when feedback is added.
- 3.4.16. The system must display other stakeholder owners, when a user hovers over the external stakeholder name, that have an external stakeholder linked to their pending line items (planned engagement) of the master plan.
- 3.4.17. The system must calculate the aggregate of a master plan based on line items (planned engagements) that are added or changed. The system must calculate the:
  - 3.4.17.1. Total number of engagements per year.
  - 3.4.17.2. Target per month.
  - 3.4.17.3. Target per quarter.
  - 3.4.17.4. Total projected stakeholder value adds.
  - 3.4.17.5. Total Actual value add.
  - 3.4.17.6. Average status of external stakeholder relationships.
  - 3.4.17.7. Stakeholder level of influence (based on value on the stakeholder profile).
  - 3.4.17.8. Bar graph comparing planned engagement VS completed engagement.
- 3.4.18. The system must send workflow notification to a stakeholder owner or project owner to accept or reject a masterplan.
- 3.4.19. The system must send a notification to stakeholder relations coordinator that added a masterplan whenever a masterplan is rejected or approved.

- 3.4.20. Stakeholder relations coordinators must be able to make changes on the rejected master plan and re-send to Stakeholder Owner or Project Owner for approval.
- 3.4.21. Stakeholder relations coordinators must be able to change items that are on an approved master plan.
- 3.4.22. The system must send a notification to the stakeholder owner to notify of the changes on the approved masterplan.
- 3.4.23. Engagement scheduling capability
  - 3.4.23.1. Schedule an engagement that is linked to a line item (planned engagement) on the master plan. The information to be captured.
    - 3.4.23.1.1. 'To' field defaulting to external stakeholder.
    - 3.4.23.1.2. Meeting organizer(s) defaulting to stakeholder owners.
    - 3.4.23.1.3. Engagement method.
    - 3.4.23.1.4. Location.
    - 3.4.23.1.5. Start time and End time.
    - 3.4.23.1.6. Body/content of email.
  - 3.4.23.2. The system must display a pop-up window with stakeholder owners that have an external stakeholder linked to the pending line item on the master plans when scheduling an engagement.
  - 3.4.23.3. Stakeholder relations coordinators must be able to click and view the planned line items for stakeholders that are on the pop-up.
  - 3.4.23.4. The system must have an option to allow users to select Stakeholder Owners that are on a pop up and add these Stakeholder Owner's as engagement organizers.
  - 3.4.23.5. Schedule an engagement that is not linked to a Stakeholder Owner or Project.

- 3.4.23.5.1. The system must have a section labelled as Other Engagements at the bottom of a Masterplan where ad hoc engagement will be added.
- 3.4.23.5.2. Stakeholder relations coordinators must be able to add external stakeholder email address that does not exist (not have a profile created) when scheduling an unplanned engagement.
- 3.4.23.6. The system must link the scheduling function to outlook calendar to show the calendars of Stakeholder Owners and internal stakeholders.
- 3.4.23.7. The users must be able to send an invitation for a scheduled engagement to the meeting organizers and external stakeholders.
- 3.4.23.7.1. The system must automatically change the status of the line item (planned engagement) to Scheduled for all Stakeholder Owners that were added as meeting organizers.
- 3.4.23.8. The system must be able to receive responses for an engagement invitation from external stakeholders and stakeholder owners.
- 3.4.23.8.1. The system must send a notification to Stakeholder owners (meeting organisers) and stakeholder relations coordinators notifying of the response from external stakeholder.
- 3.4.23.8.2. The system must send notification to stakeholder relations coordinator when meeting organizers (Stakeholder Owners that are set as meeting organizers) accept or decline an invitation.
- 3.4.24. Engagement capability
  - 3.4.24.1. All system users must be able to engage with external stakeholders via Skype for business or email directly from system.
  - 3.4.24.2. The system must store history of engagements done directly from the system. The following is the minimum information to be stored on the record of each engagement:

3.4.24.2.1. Stakeholder contacted.

3.4.24.2.2. Name of the person who contacted the stakeholder.

3.4.24.2.3. Date.

3.4.24.2.4. Timestamp.

3.4.24.2.5. Audio recording.

3.4.24.2.6. Stakeholder Owner must have an option to audio record an engagement session.

3.4.25. Feedback capturing capability

3.4.25.1. The system must enable the feedback page linked to an engagement at the start of an engagement.

3.4.25.2. The system must send a notification to the Stakeholder Owners (meeting organizers) with the link to capture engagement feedback, an hour after the engagement end time and change the status of a line item to pending feedback.

3.4.25.3. The stakeholder owner must have an option to mark the captured feedback as private.

3.4.25.3.1. The stakeholder owner must have an option to add individuals that must have access to the feedback that is set as private.

3.4.25.4. The system must change the status of a line item to completed once feedback is submitted for that specific line item.

3.4.25.5. The system must auto generate a 'thank you' email on behalf of Stakeholder Owner to the external stakeholder that was engaged, when feedback is submitted.

### **3.4.26. Action tracker capability**

- 3.4.26.1. The stakeholder owners must be able to add action items that resulted from the engagement and assign a person responsible for resolving a specific action. The assigned person for resolving an action must be from Active Directory.
- 3.4.26.1.1. The Action items must be linked to an engagement that had occurred from a Master engagement plan. The action item should have an Action owner defaulting as stakeholder owner name, Action name, Impact (low, medium, high), Details, Assignee, Status (open, resolved, closed).
- 3.4.26.2. The system must apply relevant SLAs based on impact that is assigned to an action.
- 3.4.26.3. The system must send an email notification with a logged action summary to an action assignee and stakeholder relations coordinator that scheduled an engagement.
- 3.4.26.4. The system must allow an assignee rights to add comments onto an action item and change action status to resolved.
- 3.4.26.5. The system must send a notification to Stakeholder Owner and coordinator when an action is changed to resolved for stakeholder owner or coordinator to close an action.
- 3.4.26.6. The system must automatically send reminders to Stakeholder Owner and relationship coordinator when an action is not closed but still within an SLA.
- 3.4.26.7. The system must automatically send an escalation email when an SLA is violated based on business rules.

### **3.4.27. Communication capability**

- 3.4.27.1. The system must have a function for generating letters and for sending emails.
- 3.4.27.2. The user must be able to manually create a mailing group to be used for sending an email or a letter.

- 3.4.27.3. The system must have a function for creating and sending emails.
- 3.4.27.4. The user must be able to add an auto created group of recipients or manually create a mailing group as email recipients.
- 3.4.27.5. The system must have an option to allow users to remove email addresses from auto created mailing group when adding a group as email recipient.
  - 3.4.27.5.1. The system must auto populate the stakeholder name and surname on email salutation.
  - 3.4.27.5.2. The system must send an email as from a generic email address.
  - 3.4.27.5.3. The system must be able to receive responses to the generic email address.
- 3.4.27.6. The system must have a function for creating and printing letters.
  - 3.4.27.6.1. The system must allow users to store letter templates / letterheads for each airport.
  - 3.4.27.6.2. The user must be able to create a letter with a specific template.
  - 3.4.27.6.3. The user must be able to capture content of the letter.
  - 3.4.27.6.4. The user must be able to add an auto or manually created mailing group.
  - 3.4.27.6.5. The user must be able to remove the stakeholders that are not supposed to receive a letter from the mailing group.
  - 3.4.27.6.6. The system must auto populate the letter with a stakeholder's company address and have the salutation as stakeholder name and surname.
  - 3.4.27.6.7. The user must be able to print the letter generated from the system.
- 3.4.28. System administration capability**
  - 3.4.28.1. An administrator must be able to add, change or remove stakeholder relations coordinators on the notification function.

### **3.4.29. Archiving capability**

3.4.29.1. A master engagement plan linked feedback and actions must be kept for a period of 5 years after the financial year end.

### **3.4.30. Reports**

3.4.30.1. There must be a real time dashboard showing engagements that are planned and ones that had occurred with external stakeholder.

3.4.30.2. Dashboard showing engagements that are planned and had occurred for the stakeholder owners.

3.4.30.3. Dashboard showing consolidated view of ALL stakeholder owner's engagement progress.

3.4.30.4. The report of engagement plan progress for ALL stakeholder owners (ACSA wide).

3.4.30.5. Report of action items with their statuses over a specific period.

3.4.30.6. Must be able to generate a report in Excel, Word and PowerPoint.

3.4.30.7. The system must provide business intelligence (BI) features that can accurately monitor and measure customer service factors. The system needs to give ACSA insight into customer satisfaction for better customer retention. BI will also allow ACSA to monitor new customer acquisitions to gain great client references in future.

### **3.4.31. Search function**

3.4.31.1. The capability to search for data on the system.

## 4. Non-Functional Requirements

### 4.1. Licensing

- 4.1.1. Service Provider to provide information about different license types and how they work.

### 4.2. Physical locations

- 4.2.1. Must be available in all nine (9) ACSA sites including Corporate office.

### 4.3. User Volumes

#### 4.3.1. Passenger services (Customer query management)

- 4.3.1.1. Read only (50 users).
- 4.3.1.2. Full functionality (100 users).

#### 4.3.2. Passenger services (Key Account Management)

- 4.3.2.1. Read only (10 users).
- 4.3.2.2. Full functionality (40 users).

#### 4.3.3. HR Shared Services (Employee Query Management)

- 4.3.3.1. Read only (25 users).
- 4.3.3.2. Full functional rights (70 users).

#### 4.3.4. Corporate affairs (Stakeholder Relations Management)

- 4.3.4.1. Read and update (72 users).
- 4.3.4.2. Full functional rights (8 users).

### 4.4. Platform performance (Speed & Latency)

- 4.4.1. Immediate response when working on the solution, i.e. not click a section and wait.
- 4.4.2. Immediate response when attaching a document(s).

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- 4.4.3. Must be able to handle volumes during peak times.
- 4.4.4. Must cater for bandwidth constraints and geographically dispersed locations.
- 4.4.5. Users in different sites must experience the same experience.

#### **4.5. Scalability**

- 4.5.1. Must cater for future growth, e.g. adding of new functions and/or users.

#### **4.6. Usability**

- 4.6.1. Must be easy to use with minimal user training, i.e. Web Based.

#### **4.7. Reliability & Availability (Days/Hours)**

- 4.7.1. Must be available 24/7. Past performance reports and/or statistics need to be provided to this effect.
- 4.7.2. Solution must cater for high availability, backups and disaster recovery.

#### **4.8. Security**

- 4.8.1. Align with ACSA Information Security policy and standards (to be provided to the Service Provider prior to contract agreement).
- 4.8.2. Ensure that data is transmitted in a non-readable format (encrypted) and has strong key management. The system must provide encryption capabilities for stored data to ensure that data at rest is protected.
- 4.8.3. Ensure that there are SSL certificates signed by the Commercial CA (certification authority).

#### **4.9. User Access Rights**

The solution must enable users and/or role-based permissions to be configured in order to control what system features and data users can access.

##### **4.9.1. Passenger services (Customer query management)**

- 4.9.1.1. Call Centre and iHelp (face to face) agents: create, view.

4.9.1.2. Query administrator: create, view, edit.

4.9.1.3. Supervisor: view and edit.

4.9.1.4. Centre of Excellence: View and edit.

4.9.1.5. Airport General Manager for Client and Passenger Services: View and edit.

#### **4.9.2. Passenger services (Key Account Management)**

4.9.2.1. Key Account Managers: Create, view, edit.

4.9.2.2. Group executives: View only.

4.9.2.3. Chief Executive Officer: View only.

4.9.2.4. Chief Operations Officer: View only.

4.9.2.5. Centre of excellence: View and edit.

4.9.2.6. Airport General Manager: View only.

4.9.2.7. General Manager: View only.

4.9.2.8. Airport operations manager: View only.

4.9.2.9. Airport General Manager for Client and Passenger Services: View and edit.

#### **4.9.3. HR Shared Services (Employee Query Management)**

4.9.3.1. Contact Centre agent for the specific paypoint: Create, view, update and close query.

4.9.3.2. Users from other departments: View and update query.

4.9.3.3. Supervisor: View and update query; generate report.

4.9.3.4. Manager: view query; generate reports.

#### **4.9.4. Corporate affairs (Stakeholder Relations Management)**

4.9.4.1. External Stakeholder relations Coordinators at Corporate: View & edit all airports and corporate executive's masterplans, schedules, feedback, actions, reports.

4.9.4.2. External Stakeholder relations Coordinators at Airport: View & edit all airport specific masterplan, schedules, feedback, actions, reports. Must not have access to ACSA Corporate platform.

4.9.4.3. Group Executives: View all & edit own page view all other executives and airport stakeholder owner engagement plans, feedback and actions.

4.9.4.4. Airport stakeholder owner: cannot view group executive pages, however, can only view other airport stakeholder owner's pages.

#### **4.10. Integrity**

4.10.1. Must be a single source of truth in terms of data and calculations where applicable.

#### **4.11. Privacy and data ownership**

4.11.1. Comply with ACSA's Information Security policies and standards including POPI Act (to be provided to the Service Provider prior to contract agreement).

4.11.2. All data to remain the property of ACSA.

#### **4.12. Audit Trail**

4.12.1. There must be an audit trail of who created, updated and deleted (must be authorized by super users) the record, with time and date stamp.

#### **4.13. Service access**

4.13.1. Query management, Key account management and Employee query management functions must be accessible via laptop, desktop and tablet.

4.13.2. Stakeholder management function must be accessible via laptop, desktop, mobile, tablet.

#### **4.14. Operational**

4.14.1. Business Hours

4.14.1.1. Business hours are between 8am and 7pm. However, system availability must be 24/7.

#### **4.15. Business Continuity**

4.15.1. The system must have an alternative way to ensure business continuity in cases where there is an unfortunate event of downtime.

4.15.2. Must be able to perform business functions during downtime and system must be synched with activities that were taking place during the time the system was down.

4.15.3. Disaster recovery instance of the solution must be at a separate physical location, at least 25 km from the production instance. The sites should have separate utility feeds, e.g., power, water, network, etc.

4.15.4. IT Service continuity strategy for the solution must align to the recovery time and point objectives identified by the Airports Company South Africa SOC Ltd. The IT Service continuity strategy will be provided to the Service Provider prior to contract agreement)

4.15.5. Periodically (i.e. at least once annually), through testing, provide assurance to the Airports Company South Africa SOC Ltd regarding the effectiveness and adequacy of the IT service continuity strategy.

4.15.6. There must be an updated business continuity plan that demonstrates your company's continuity arrangements for operational disruptions.

#### **4.16. Local Support**

4.16.1. First line support for the solution must be based locally (international support can form part of the 2nd and 3rd line support).

#### **4.17. Look and Feel**

4.17.1. Appearance and style to align with ACSA Corporate identity and branding.

#### **4.18. Data Center**

4.18.1. The solution must be hosted in a Tier level 2 or more data center.

4.18.2. Regulatory and compliance certificates must be provided, e.g. ISO27001.

#### **4.19. Technology Roadmap**

4.19.1. The Service Provider to provide roadmap of their CRM solution.

#### **4.20. Development Environment**

4.20.1. The solution has the capability to migrate customizations created in a development environment to a production environment.

#### **4.21. Integration**

4.21.1. Integration with existing systems that are on premise (service provider to inform us about what their APIs, extensions and/or plugins).

4.21.1.1. Web Recall (for accessing call record).

4.21.1.2. CISCO call manager system (identify caller's cellphone number and search profile on CRM).

4.21.1.3. Social Media (ACSA social media pages into one platform).

4.21.1.4. Active directory (users' profiles).

4.21.1.5. Outlook (emails and calendar).

4.21.1.6. FIDS (flight information display system).

4.21.1.7. Oracle HR (Employee details).

4.21.1.8. Oracle Finance (Revenue details per stakeholder).

4.21.1.9. HR Kiosk (pay slip queries).

4.21.1.10. SharePoint (website and storage of attachments).

4.21.2. The CRM solution interface must be able to interface with the IBM ESB, i.e. message based.

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- 4.21.3. The format of the data passed by the interface must use industry standard, e.g. W3C standard such as XML.
- 4.21.4. The CRM solution must support a two-way data sync, i.e. between the CRM solution and back-end on-premise systems.

## 5. Required Services from the Bidder

5.1 The bidder's proposal must clearly indicate how they will meet the following:

### 5.1.1 Solution Implementation

5.1.1.1 The solution implementation of all business requirements stated under ACSA business requirements (section 3).

5.1.1.2 Implementation of all nonfunctional requirements in section 4.

### 5.1.2 Quality Assurance

5.1.2.1 Unit testing, Functional testing, User acceptance testing, Performance & Stress testing and Vulnerability testing must be performed to ensure quality of the system.

5.1.2.2 Solution must be fit for purpose.

5.1.2.3 Solution must be delivered in accordance with specification and service level agreement.

5.1.2.4 Solution must adhere to timelines for delivery.

### 5.1.3 Maintenance Services

5.1.3.1 The Service Provider is expected to provide technical support and maintain the solution for the period of five (5) years.

5.1.3.2 The Service Provider is expected to provide a detailed knowledge transfer program and schedule.

5.1.3.3 The Service Provider is expected to provide a software maintenance schedule (software patches).

### 5.1.4 Support Services

ACSA requires these support services from a service provider

- 5.1.4.1 The day to day support activities performed to resolve incidents that are logged by users of the system or logged by the monitoring tools or alarm and error logs generated by the system's internal monitoring;
- 5.1.4.2 The Service Provider will be required to attend to and resolve all incidents in line with ACSA incident management processes. All incidents will be logged on the IT service desk systems;
- 5.1.4.3 The response and resolution times depicted below must be adhered to. This will form part of the SLA's that will be agreed to between the Service Provider and ACSA; and
- 5.1.4.4 Penalties will be incurred by the Service Provider if the agreed SLA times are not met.
- 5.1.4.5 The Bidder's proposal must make provision for after hours, weekends and public holidays support on a callout basis for incidents that impacts the systems. To include after – hours telephone numbers where support personnel are reachable.

## **5.2 Incident logging procedure**

- 5.2.1 ACSA requires the Service Provider to adhere to the following incident logging procedure:
- 5.2.2 All incidents must be logged with ACSA service desk via email, telephone or on the self-service web portal. The incident status must be updated regularly depending on the priority of the incidents until resolution;
- 5.2.3 All incidents must be updated with a detailed resolution before closure. The Service Provider must notify the service desk immediately on resolution of the incident.

### **5.2.4 Definition of incident priority**

- 5.2.4.1 ACSA requires the Service Provider to adhere to the following incident priority definitions and procedures described in Tables 1 and 2 below:

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Private Bag X1, O.R. Tambo International Airport, Kempton Park, Gauteng, South Africa, 1627

[www.airports.co.za](http://www.airports.co.za)

5.2.4.2 P1 – Total systems failure;

5.2.4.3 P2 – Partial system failure with minimum monitoring functionality;

5.2.4.4 P3 – Non-critical fault/failure logged at night or over the weekend. It has no impact on the operations of the airport; and

5.2.4.5 P4 – Minor incidents or move/change or installation of new item:

<b>Incident management response and resolution times for (Office Hours)</b>				
	<b>Response</b>	<b>Restoration</b>	<b>Update Feedback</b>	<b>Resolution (permanent fix)</b>
<b>P1</b>	15min	2hrs	15min	To be agreed upon
<b>P2</b>	30min	4hrs	30min	To be agreed upon
<b>P3</b>	60min	8hrs	2hrs	Within 5 days
<b>P4</b>	4hours	24hrs	8hrs	Within 5 days

*Table 3: Incident Response and Resolution time (Office Hours)*

<b>Incident management response and resolution times for (After Hours, Weekends and Public Holidays)</b>			
	<b>Response</b>	<b>Restoration</b>	<b>Update Feedback</b>
<b>P1</b>	15min	3hrs	15min
<b>P2</b>	30min	5hrs	30min
<b>P3</b>	60min	8hrs	2hrs
<b>P4</b>	4hours	24hrs	8hrs

*Table 4: Incident Response and Resolution time (After Hours)*

## 5.2.5 Penalties

- 5.2.5.1 The Service Provider shall repair all software failures within the times specified in the SLA.
- 5.2.5.2 The following penalties shall apply for failure to resolve incidents within the agreed timeline.

<b>SLA breach</b>	<b>Penalty</b>
P1 Incidents are resolved within one hour after SLA time lapsed for two incidents in a month.	20 % of the monthly fee will be deducted per invoice.
P1, P2 Incidents are resolved within two hours after SLA time lapsed for three incidents in a month.	30 % of the monthly fee will be deducted per invoice.
If a Service Provider misses any SLA's (P1, P2, P3, P4) in any 3 consecutive months	50 % of the monthly fee will be deducted.
Fourth missed SLA (P1, P2) OR sixth missed SLA (P1, P2, P3, P4) in one	Termination procedures.

month will be deemed as a material breach, and the contract will be referred for performance management and termination procedures	
If a Service Provider misses 3 SLA's within a contractual year – the contract will be referred for performance management and termination procedures	Termination procedures.

*Table 5: SLA Breach and Penalties*

5.2.5.3 Failure to perform preventative maintenance (patches, upgrades, etc.) according to schedule dates shall result in the following penalties:

<b>SLA breach</b>	<b>Penalty</b>
Maintenance not done, or proof not submitted.	No payment of monthly support and maintenance fee.

*Table 6: SLA Breach and Penalty for Maintenance*

### 5.3 Service Availability

5.3.1 The CRM Solution must be available 24/7 with a minimum availability of 99.8%.

### 5.4 Reporting

5.4.1 The Service Provider will be expected to provide the weekly progress report to an ACSA representative during implementation.

5.4.2 Once the solution has been implemented the Service Provider is to provide monthly reports to ACSA on the following:

- 5.4.2.1 Usage of the system.
- 5.4.2.2 System availability and downtimes.
- 5.4.2.3 Number of calls logged and status.

## **5.5 Documentation**

5.5.1 The following project related documentation must be produced by the Service Provider during implementation of the project:

- 5.5.1.1 Project Management deliverables as per ACSA Methodology.
- 5.5.1.2 Architectural design.
- 5.5.1.3 Functional Specification.
- 5.5.1.4 Technical Specification.
- 5.5.1.5 Quality Assurance Specific Documentation (Test plan, Test cases, test results for different types of solution testing (unit, functional, performance, stress, vulnerability))
- 5.5.1.6 Operational Manuals
- 5.5.1.7 Training Manuals.

## **5.6 Training requirement**

The bidder is expected to conduct training for the following user groups

- 5.6.1 Administrators, Technical, IT Help Desk and End User training across all nine (9) airport sites and corporate office.
- 5.7 The solution must adhere to best practice Architecture Principles.

## **5.8 Company Information**

- 5.8.1 Company profile with relevant credentials including Financial Statements and Contactable References.

- 5.8.2 Consent for verification of work and references from current and previous Clients.  
Contact details of the Clients must be included.

## **6. Intellectual Property Rights**

- 6.1. ACSA reserves the rights to own the intellectual property around the development, design, copy right and usage of the system.
- 6.2. ACSA reserves the rights to own the intellectual property around the development, design, copy right and usage of the system.
- 6.3. The intellectual property rights around the system remains an ACSA system.
- 6.4. The distribution and sharing of the system shall be prohibited.