AIRPORTS COMPANY
SOUTH AFRICA

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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TABLE OF CONTENTS

1. INTRODUCTION ... 4
   1.1. PURPOSE ... 4
   1.2. OBJECTIVE ... 4
   1.3. BACKGROUND ... 4
2. RFP SCOPE ... 4
3. ACSA'S BUSINESS REQUIREMENTS ... 6
4. NON-FUNCTIONAL REQUIREMENTS ... 35
5. REQUIRED SERVICES FROM THE BIDDER ... 42
6. INTELLECTUAL PROPERTY RIGHTS ... 47
7. APPROVAL ... ERROR! BOOKMARK NOT DEFINED.

TABLES:

Table 1 : Glossary ... 2
Table 2: Scope of users ... 5
Table 3 Customer query management ... 13
Table 4: Key Account Management Requirement ... 20
Table 5:Employee Query Management Requirements ... 25
Table 6: Stakeholder Relations Management Requirements ... 34
Table 7: Incident Response and Resolution time (Office Hours) ... 43
Table 8: Incident Response and Resolution time (After Hours) ... 44
Table 9: SLA Breach and Penalties ... 45
Table 10: SLA Breach and Penalty for Maintenance ... 45

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 that will enable the following minimum business capabilities:

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

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

2.3 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.

2.4 Implementation of the cloud-based CRM solution where data is hosted in countries that have equal or better data privacy laws as South Africa, e.g. European Union.

2.5 Integration with various system that are in the environment.

2.6 The estimated number of users is depicted in the following table:

No.	Department	Function	Estimated number of users
2.5.1	Client & Passenger Services	Customer Query Management	150
2.5.2	Client & Passenger Services	Key Account Management	50
2.5.3	Corporate Affairs	External Stakeholder Management	80
2.5.4	HR Shared Services	Employee Query Management	95

Table 2: Scope of users

2.7 Software quality assurance in terms of testing including but not limited to unit, functional, performance, stress and vulnerability testing.

2.8 Training of users.

2.9 Change management.

2.10 Support and maintenance.

2.11 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

The following table consists of requirements for Client and Passenger Services: Customer Query Management function

Req ID	Requirement
BR1.1	Log customer query from various channels by customers and agents. The system should be able to receive queries logged via **BR1.1.1** Call Center **BR1.1.2** email **BR1.1.3** Mobile application **BR1.1.4** SMS **BR1.1.5** Website **BR1.1.6** Live Chat **BR1.1.7** Social Media **BR1.1.8** Information Counter (face to face) **BR1.1.9** The queries received from email, SMS, Website, Mobile application and Live Chat must be automatically logged on the system. **BR1.1.10** The system must default a query owner as not assigned when a query is received.
BR1.2	**BR1.2.1** A query must have a unique reference number. **BR1.2.2** The system must automatically create a customer profile using the cellphone number, email address or social media identity.
BR1.3	The user 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. For these enquires the system should **BR1.3.1** Default to the airport that a face to face agent belongs to.

Req ID	Requirement
	BR1.3.2 Have a view of enquiries that are logged. **BR1.3.3** The system must calculate the total number of enquiries received for a specific category and a subcategory per airport to allow reporting.
BR1.4	Escalate enquiry into a query **BR1.4.1** The system should have an option to allow users to escalate an enquiry into a query. **BR1.4.2** When the 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. This must be logged as a query. **BR1.4.3** The system should log an escalated enquiry as a query including the channel, agent's name, date and time.
BR1.5	The system must be able to indicate all enquires that were escalated into queries.
BR1.5	Capture a query **BR1.5.1** The system must have a function for capturing a query with a form that will be used by users. The query form must have a query category such as 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. **BR1.5.2** The system should be able to suggest customer profiles that have cellphone number or email address that matches the one that is being captured by an agent. **BR1.5.3** The system must have an option to allow agents to select an existing customer profile and prepopulate a query form with customer details. BR1.5.4 The system must automatically create a customer profile when a query is initially received based on cellphone number or email. Subsequent queries from the similar cellphone number or email address must be linked to that created profile.
BR1.6	View a query

Req ID	Requirement
	BR1.6.1 The system must have a page with a list of queries and enquiries that are logged. **BR1.6.2** The system must display the details of a query when the user clicked on the query.
BR1.7	Acknowledge receipt of query **BR1.7.1** The system must automatically generate and send an acknowledgement message for a query to the customer within 24 hours through the customers' preferred channel of communication or channel used.
BR1.8	Queries logged via Call Centre **BR1.8.1** The system must have the capability to integrate with CISCO call manager system whereby when a call comes through, the system should identify or retrieve the customers' profile in the CRM system and display it using the callers' cellphone number. **BR1.8.2** The customer details must be automatically populated on the form when an agent opted to. **BR1.8.3** 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.
BR1.9	Queries logged via email **BR1.9.1** 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. **BR1.9.2** The system must be able to detect spam emails.
BR1.10	Queries logged via website **BR1.10.1** The system should be able to receive a feedback form that is submitted from the website and auto log it as a query.
BR1.11	Campaign SMS. SMS that is sent with a unique identifier code for a specific operation at the airport.

Req ID	Requirement
	BR1.11.1 The system must be able to receive the campaign SMS and automatically log it as a query with a reference number. **BR1.11.2** The system must automatically close a query which have a unique identifier code as the prefix of the SMS. **BR1.11.3** The system must forward the SMS to the respective operations manager linked to the identifier code. **BR1.11.4** The system must automatically send an automated acknowledgement SMS to the sender when the SMS is received. **BR1.11.5** 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. **BR1.11.6** The user must be able to respond via SMS directly from the system.
BR1.12	Requests for flight information. The customers send SMS requesting flight status. **BR1.12.1** The system must be able to receive and respond to the SMS for requesting flight information. The flight information (status) must be from Flight Information Display System. **BR1.12.2** The system must automatically subscribe the cell phone number to a requested flight number for that specific day and 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.
BR1.13	Live chat capability **BR1.13.1** The system must have a live chat function on ACSA website that must pop up when a user is browsing on website. **BR1.13.2** The system must have a chatbot that responds to frequently asked questions (enquiry) on live chat. **BR1.13.3** The system must store the questions (FAQs) that a chatbot responds to as enquiries. **BR1.13.4** The system must automatically escalate an enquiry into a query if the chatbot is unable to respond.

Req ID	Requirement
BR1.14	Social CRM capability **BR1.14.1** The system must have a consolidated view of all ACSA airports' Social Media platforms such as Twitter, Facebook etc. **BR1.14.2** The system must be able to identify queries from Social Media mentions and trends based on key words that are specified. **BR1.14.3** The system must create a Social Media word cloud based on words that are mentioned on social media that matches the set keywords. **BR1.14.4** The system must have a chatbot that respond to automatically identified queries on Social Media based on frequently asked questions (FAQs). **BR1.14.5** The system must be able to escalate a query from Social Media to if chatbot is unable to resolve a query. **BR1.14.6** The system must be able to monitor the turnaround time it took to respond to the query from Social Media.
BR1.15	Resolve 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. **BR1.15.1** The query administrator must have the capability to claim a query and assign a query owner as that administrator. Also, the supervisor must be able to assign a query to a query administrator **BR1.15.2** The query administrator and/or supervisor must be able to update the missing fields on a query that was automatically logged, assign a relevant query type and status. **BR1.15.3** The user must be able to assign or re-assign a query to another airport. The system must send an email notification to the new query owner that is assigned onto a query. **BR1.15.4** The system must track the Service Level Agreement (SLA) against the query administrator based on the assigned query status.

Req ID	Requirement
	BR1.15.5 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 status. For example, the SLA for 'In hand' and 'In hand (need info)' query status is 3 days; for Investigation is 10 days. **BR1.15.6** 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. **BR1.15.7** The system must store the automated and manual email and/or SMS sent to the customer as part of the query history. **BR1.15.8** The system must auto send an SMS or email to a customer when a query status is changed to closed or closed (need info).
BR1.16	Query investigation This is applicable when a query needs to be resolved by a third party. **BR1.16.1** The user must be able to send an SMS or email to third parties directly from a query. This message must be stored as part of query history. **BR1.16.2** The system should have an option to allow users to attach an actual query onto the email that is generated from the system. **BR1.16.3** The system must be able to receive and store the email responses from third parties as part of query history.
BR1.17	Query escalation when SLA is violated **BR1.17.1** 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 3 hours before the 24hours is reached and after 24hrs. **BR1.17.2** The system must highlight a query in amber when an SLA is about to be violated and red when the SLA is violated. **BR1.17.3** 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.
BR1.18	Survey capability

Req ID	Requirement
	BR1.18.1 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). **BR1.18.2** 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. **BR1.18.3** 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. **BR1.18.4** The system must be able to receive responses for surveys and store the responses. **BR1.18.5** The system must analyze the survey responses and generate insights based on responses.
BR1.19	Track Business Unit performance **BR1.19.1** The business unit (airport) must be able to set a target for the % percentage of queries they plan to resolve within SLA per week, month, quarter and year. **BR1.19.2** 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. **BR1.19.3** The system must be able to track an agent's performance by monitoring the queries assigned to an agent against the SLAs. This should inform the business unit performance.
BR1.20	Bulk messaging capability **BR1.20.1** The users must be able to create and send bulk messages to customers via email or SMS. **BR1.20.2** The system users must be able to send messages to ACSA followers on Social Media. **BR1.20.3** The system must store the history of sent messages.
BR1.21	Dashboard

Req ID	Requirement
	The system must have a dashboard on homepage showing the real time consolidated view of all airports and per airport: **BR1.21.1** The number of queries logged for a specific period. **BR1.21.2** The number of queries in a specific status as a pie chart. **BR1.21.3** The number of enquires per category per airport **BR1.21.4** The number of queries in breach of SLAs. **BR1.21.5** The number of queries per category. **BR1.21.6** The number of queries complying to SLAs. **BR1.21.7** The Social Media word cloud based on set keywords. **BR1.21.8** The Channel used as pie chart. **BR1.21.9** The Agent's performance. **BR1.21.10** The Airport's performance. **BR1.21.11** The number of enquiries and queries per category from live chat.
BR1.22	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.
BR1.23	The system must have a data search function allowing users to search using various keywords.
BR1.24	The system must keep the query record for a longer period of time, e.g. 12 months or more.
BR1.25	There must be 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.

Table 3 Customer query management

3.2. Client & Passenger Services: Key Account Management

The Key Account Management requires the conversion of the manual key account planning tool they are currently utilizing into an automated system. The following 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. There are approximately 800 ACSA Stakeholders comprising of retail tenants, advertising concessionaires, airlines, car rentals etc.

ID	Requirement
BR2.1	Capture key account plan **BR2.1.1** The system must have the function to allow users to capture key account plan. **BR2.1.2** 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. **BR2.1.3** A key account plan must be visible to key account manager, Airport GM and users that report to Airport GM and Center of Excellence. The **BR2.1.4** The airport GM must be able to share the Key Account Plan with Key Account Managers in other airports. **BR2.1.5** The system must be able to consolidate the Key Account Plans into a single view for Key Accounts with multiple plans.
	The key account plan must have the following tabs with their corresponding requirements
BR2.2	Stakeholder understanding **BR2.2.1** The tab must consist of sections to capture: **BR2.2.1.1** Stakeholder description, Address of the stakeholder, Industry, number of employees, Financial year end, Current South African footprint. **BR2.2.1.2** Stakeholder strategic focus consisting of stakeholders' vision, Stakeholder's Mission, Stakeholder's long-term goals/priorities. **BR2.2.1.3** 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.

ID	Requirement
	BR2.2.2 The system must have the capability to send an alert to prompt the Key Account Manager in Corporate Office to update the stakeholder understanding quarterly. There must be an option where a user can indicate if there are no changes to stakeholder understanding. **BR2.2.3** The system must have a stakeholder matrix where user can indicate whether stakeholder has high or low level of influence. **BR2.2.4** The system must display news that are related to a stakeholder and its country of origin.
BR2.3	Industry understanding **BR2.3.1** The tab must consist of sections to capture **BR2.3.1.1** The Competitive Landscape including industry players, Current South African footprint, Revenue for the last Financial year. **BR2.3.1.2** 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. **BR2.3.1.3** The system must display news on this tab that are related / affecting the stakeholder's industry.
BR2.4	Stakeholder decision making unit **BR2.4.1** The tab must consist of sections to capture **BR2.4.1.1** Stakeholder's decision-making units (executives, senior management etc.) including Name, Surname, Position, Key responsibilities / issues falling within his/her mandate, Telephone number, Email. **BR2.4.1.2** Other relevant contact person within the stakeholder's organization including Name, Surname, Position, Key responsibilities / issues falling within his/mandate, Telephone number, Email.
BR2.5	Stakeholder engagement plan **BR2.5.1** The tab must consist of sections to capture **BR2.5.1.1** The 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

ID	Requirement
	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. **BR2.5.2** Stakeholder Owner must be a drop-down list linked to active directory with selected people that are mandated to be stakeholder owners. BR2.5.3 There must be an indicator to specify whether an activity is internal or external activity. **BR2.5.4** 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.
BR2.6	Value captured **BR2.6.1** The tab must consist of sections displaying **BR2.6.1.1** 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. **BR2.6.1.2** Non- financial value derived by ACSA from the stakeholder including value category and description of the non-financial value captured. **BR2.6.1.3** 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.
BR2.7	Stakeholder journey **BR2.7.1** The tab must consist of sections to capture **BR2.7.1.1** The 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. **BR2.7.1.2** There must be a grid with phases of the road map with a column to capture Role of the KAM team under each phase, Activities to be completed by the KAM team, Outputs to be produced by the KAM team under each phase.

ID	Requirement
	BR2.7.2 The system must show and track activities for each phase of a journey, except for when a stakeholder is in tender and operate phase. **BR2.7.3** The user (KAM) must be able to add timelines for each phase of a journey. **BR2.7.4** The system must have the capability to send an alert to KAM when a deadline for a phase is about to be reached. **BR2.7.5** The system must be capable to send an escalation when a deadline for a phase is missed. **BR2.7.6** The system must have an additional column for tracking progress and for capturing the actual output for an activity. **BR2.7.7** The user must be able to add additional activities onto a list of predefined activities for a phase. **BR2.7.8** The system must monitor that the next phase of a journey is not initiated whilst the current stage is not completed.
BR2.8	Contract tab **BR2.8.1** The tab must consist of sections to capture **BR2.8.1.1** The stakeholders' contract and capture contract manager, contract start date and end date for an account (stakeholder). **BR2.8.2** The system must auto send alerts to KAM when a contract is about to reach an end (expiry) date.
BR2.9	Activity tracker **BR2.9.1** The tab must consist of sections to capture **BR2.9.1.1** Definitions for the types of decisions. **BR2.9.1.2** List of decisions grid with decisions, Decision rights per KAM team member and Additional comments. **BR2.9.1.3** Dependencies (areas a stakeholder is dependent on ACSA) including dependency, Impact on Stakeholder's Operations, Responsible Person within Stakeholder's organization, Additional Comments.

ID	Requirement
	BR2.9.1.4 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. **BR2.9.1.5** 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. **BR2.9.2** 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. **BR2.9.3** The system must allow users to link an activity to a dependency. **BR2.9.4** The system must have the capability to track the progress for each Dependency and Initiative **BR2.9.5** The decision-making matrix must have a field for capturing the summary of a stakeholder issue that required a decision. **BR2.9.6** 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. **BR2.9.10** The system must display the selected person's name, surname and email address on the decision-making matrix from Active Directory.
BR2.10	Survey capability **BR2.10.1** The user must be able to create, change, update, and delete survey questions. **BR2.10.2** The user must be able to send surveys to a selected group of stakeholders with a selected level of authority identified in the decision matrix via SMS and email. **BR2.10.3** The system must be able to receive responses to a survey. **BR2.10.4** The system must be able to analyze responses and give insights.

ID	Requirement
	BR2.10.5 The user must be able to generate a report based on responses of a survey. **BR2.10.6** The system must allow exporting of survey responses to Excel.
BR2.11	Engagement capability **BR2.11.1** Users must be able to create and send email or SMS to account stakeholders using the system. **BR2.11.2** The email or SMS must be stored as part of communication with stakeholder. **BR2.11.3** The system must show the stakeholder owner's outlook calendar. **BR2.11.4** 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. **BR2.11.5** 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. **BR2.11.6** The users must be able to schedule an engagement directly from a stakeholder engagement plan. **BR2.11.7** The system must send reminders to all invitees a day before the meeting start time and two (2) hours before the meeting start time. **BR2.11.8** The system must send an email consisting of latest news related to an account, to ACSA representatives that are invited to a meeting.
BR2.12	Dashboard **BR2.12.1** The system must have real time dashboard showing details of the stakeholder activity.
BR2.13	Reports The system must have the capability to allow users to create and generate own reports.
BR2.14	Search **BR2.14.1** The system must be capable to allow searching for data in the system.

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Table 4: Key Account Management Requirement

3.3. HR Shared Services: Employee Query Management

The following table consist of requirements for Employee Query Management

Req ID	Requirement
BR3.1	The system must have the capability to receive queries that are logged from different channels. The channels are as follows: • Contact Centre/walk-in • Self-service (directly on the CRM system) • Email • HR Kiosk • Oracle Employee or Manager Self Service.
BR3.2	Query form **BR3.2.1** The system must have a query form that employees can access on Oracle Employee or Manager Self Service portal whereby employees can capture and submit HR related queries. **BR3.2.2** 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. **BR3.2.3** A submitted query must be logged onto the relevant HR Contact Centre based on Paypoint.
BR3.3	Automatically log queries logged from HR Kiosk **BR3.3.1** The system must be able to automatically log queries that are logged via HR Kiosk **BR3.3.2** The CRM system must generate and send a reference number for a query to the employee.
BR3.4	The system must generate a unique reference number when logging a query.
BR3.4	Logging a categorized query These are queries that are logged by an agent directly on CRM system, employees, HR Kiosk

Req ID	Requirement
	BR3.4.1 The user must be able to capture a query and add an attachment on behalf of an employee. The system response time must be less than 10 seconds when an attachment of any size is added onto a query. **BR3.4.2** An Agent must be able to select an employee on a list of employees and system must prepopulate employee details on query form.
BR3.5	Logging an uncategorized query **BR3.5.1** The system must automatically log a query received via email. **BR3.5.2** The system must automatically generate a reference number when such a query is logged.
BR3.6	Query acknowledgement message **BR3.6.1** The system must automatically send an acknowledgement message to the employee's email address or SMS when a query is received on the system. This must depend on employee's preferred contact method.
BR3.7	Track Service Level Agreement **BR3.7.1** A query must have a status that is linked to specific SLA. For example, when a query is logged, it's status should be 'received' and can be in that status for a set number of hours or days. **BR3.7.2** The system must track the SLAs based on query status and query owner and/ or the department a query is escalated to. **BR3.7.3** The system must indicate a query that is about to violate an SLA by highlighting it in amber and if violated the SLA as red. **BR3.7.4** The system must send an email notification to the manager of the specific department when an SLA for a specific department is violated.
BR3.8	View a query **BR3.8.1** The system must have a consolidated list of queries where users can access details of each query. **BR3.8.2** The Contact Centre agents must be able to categorize a query that was submitted via email by assigning a category, capture missing details and be able to change the category for a query.

Req ID	Requirement
	BR3.8.3 The system must have a search function where a user can search by reference number, permit number or employee ID.
BR3.9	Assign a query **BR3.9.1** 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. **BR3.9.2** 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. **BR3.9.3** 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.
BR3.10	Escalate a query **BR3.10.1** 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. **BR3.10.2** The system must auto send the notification to an employee (query logger) when a query is escalated to a specific department via email or SMS.
BR3.11	Resolve a query **BR3.11.1** An agent must be able to flag a query that is urgent and requires immediate attention. **BR3.11.2** 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. **BR3.11.3** 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. **BR3.11.4** The department user must be able to communicate via email or SMS generated from the system to an employee, add comments and change query status to resolved or unresolved.

Req ID	Requirement
	BR3.11.5 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. **BR3.11.6** The messages sent by an agent or department users must be stored as part of the query history. **BR3.11.7** 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. **BR3.11.8** The Contact Centre agents must be the only users allowed to close a query. **BR3.11.9** The system must send the notification to an employee when a query is closed.
BR3.12	Email to third party **BR3.12.1** An agent must be able to generate and send a query to an external third party. There must be a capability to attach the original query to that email. **BR3.12.2** The system must be able to receive and store email responses from third parties as part of query history.
BR3.13	Reports **BR3.13.1** The system must have a real time dashboard showing queries without query owners vs queries with owners. **BR3.13.2** The system must produce a daily report displaying queries that does not have query owners. **BR3.13.3** The system must produce a daily report displaying queries that violated SLAs. **BR3.13.4** The system must have a Pie chart displaying overall statuses of query for a specific period. **BR3.13.5** The system must have a graph displaying number of queries per type (category).

Req ID	Requirement
	BR3.13.6 The system must produce a report indicating the query turnaround time. **BR3.13.7** The system must produce an overall daily query management report showing all query categories, query owners, status, department escalated to and date assigned. **BR3.13.8** 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.

Table 5:Employee Query Management Requirements

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3.4. Corporate Affairs: Stakeholder Relations Management

The stakeholder relations management performs two core functions which management of engagement plans and corporate projects.

Req ID	Requirement
BR4.1	External stakeholder profile **BR4.1.1** The Stakeholder Relations Coordinators must be able to capture, delete and/or edit external stakeholder profiles. Other system users must be able to view only. **BR4.1.1.1** The external stakeholder should consist of stakeholder 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. **BR4.1.2** The system must have the capability to suggest names of external stakeholders while user is typing based on stakeholder names that are stored on database. **BR4.1.3** The system must allow a user to add a new stakeholder with name and surname that is similar to an existing stakeholder **BR4.1.3.1** 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.
BR4.2	Stakeholder Owner profile **BR4.2.1** The stakeholder relations coordinators must be able to create, edit, delete stakeholder owner profiles. **BR4.2.2** The system must integrate with Active Directory to retrieve the stakeholder owner's name, surname, position held, division, office number, email address, cellphone number and picture.
BR4.3	Automatically add external stakeholder to email, SMS and mail (letters) groups. **BR4.3.1** The group for SMS must consist of stakeholder name, cellphone number and company represented

Req ID	Requirement
	BR4.3.2 The email and mail (letters) group must consist of stakeholder name, email address, company represented, and position held **BR4.3.1** The system must automatically add stakeholders to a respective group.
BR4.4	There must be the capability to search for a stakeholder profile by name and surname or company.
BR4.5	View a profile **BR4.5.1** The system must have a screen showing a list of all stakeholders that have been created. **BR4.5.2** The user must be able to view a stakeholder profile. The details of the stakeholder and picture associated with profile must be displayed when viewing a profile.
BR4.6	Capture a corporate project **BR4.6.1** The system must have a capability to allow users to capture a project by adding these minimum fields: project name, description, project duration, project owner, stakeholders. **BR4.6.2** The users must be able to update the fields that were captured for a project.
BR4.7	Master engagement plan **BR4.7.1** The coordinators must have a capability to capture the master engagement plans. The master engagement plan can be for a stakeholder owner and/or for a project.
BR4.8	Master engagement plan for a Stakeholder Owner **BR4.8.1** The master engagement plan for a stakeholder owner must be valid for a particular financial year. The system must allow coordinators to capture new engagement plan at the beginning of the financial year. **BR4.8.2** The master engagement plan should consist of the following minimum fields: external stakeholder name, organization, engagement approach, key issues, strategic objectives, status of a planned engagement, frequency, planned date, priority level and stakeholder commercial value.

Req ID	Requirement
	BR4.8.3 The system must generate and send a workflow notification to a stakeholder owner to accept or reject a masterplan.
BR4.9	Master engagement plan for the Corporate Project **BR4.9.1** The master engagement plan must consist of the external stakeholder, engagement approach, objective, details, planned engagement date, status of the planned engagement, stakeholder owner. **BR4.9.2** The master engagement plan must be valid for the duration of a project. **BR4.9.3** The system must have the capability to validate that the engagements are within the project duration. **BR4.9.4** The system must allow a stakeholder owner that is added onto an approved project masterplan to have access to capture feedback for an engagement. **BR4.9.5** The system must generate and send a workflow notification to a project owner to accept or reject a masterplan.
BR4.10	Engagement objectives The coordinators must be able to capture the engagement objectives (planned engagement) onto the Stakeholder Owner's master engagement plan. A planned engagement objective will have the following statuses: **BR4.10.1** Pending after being added. **BR4.10.2** Scheduled when there is a scheduled engagement. **BR4.10.3** Pending feedback when feedback is not captured. **BR4.10.4** Completed when feedback is added.
BR4.10	The system must generate a unique identifier for a master engagement plan and each engagement objective that is on the masterplan must have its own unique identifier.
BR4.11	The system must have the capability to display the stakeholder owners that have an external stakeholder linked to their pending engagement objective (planned engagement) in the master plan.

Req ID	Requirement
BR4.12	The system must monitor and track the master plan by working out and displaying the: **BR4.12.1** Total number of engagements per year. **BR4.12.2** Target per month. **BR4.12.3** Target per quarter. **BR4.12.4** Total projected stakeholder value adds. **BR4.12.5** Total Actual value add. **BR4.12.6** Average status of external stakeholder relationships. **BR4.12.7** Stakeholder level of influence (based on value on the stakeholder profile). **BR4.12.8** Bar graph comparing planned engagement VS completed engagement.
BR4.13	The system must send a notification to stakeholder relations coordinator that added a masterplan whenever a masterplan is rejected or approved.
BR4.14	Stakeholder relations coordinators must be able to make changes on the rejected and/or approved master plan and re-send to Stakeholder Owner or Project Owner for approval. **BR4.14.1** The system must send a notification to the stakeholder owner to notify of the changes on the approved masterplan.
BR4.15	Schedule an engagement that is linked to Master Plan or Corporate Project **BR4.15.1** The users must have the capability to schedule an engagement that is linked to the engagement objective that is on the master plan. The minimum details to be captured are: • To' field defaulting to external stakeholder. • Meeting organizer(s) defaulting to stakeholder owners. • Engagement method. • Location. • Start time and End time. • Body/content of email.

Req ID	Requirement
	BR4.15.2 The system must display a pop-up window with stakeholder owners that have an external stakeholder linked to their pending engagement objectives. **BR4.15.3** The stakeholder relations coordinator must be able to click and view the planned engagement objectives for stakeholders that are on the pop-up window. **BR4.15.4** The system must have an option to allow users to select the Stakeholder Owner(s) that are on the pop-up window and add them as engagement organizers. **BR4.15.5** The system must link the scheduling function to Outlook calendar to reflect the diary of Stakeholder Owner(s) and/or internal stakeholders. **BR4.15.6** The users must be able to send an invitation for a scheduled engagement to Stakeholder Owner(s) and external stakeholders. **BR4.15.7** The system must automatically change the status of the engagement objective to 'scheduled' for all Stakeholder Owner(s) that were captured as meeting organizers.
BR4.16	Schedule an engagement that is not linked to a Stakeholder Owner or Project. **BR4.16.1** The system must have a section labelled as Other Engagements at the bottom of a Masterplan where ad hoc engagement can be captured. **BR4.16.2** The stakeholder relations coordinators must be able to capture external stakeholder email address that does not exist (not have a profile created) when scheduling an unplanned engagement.
BR4.17	The system must be able to receive the response for an engagement invitation from external stakeholders and Stakeholder Owner(s).
BR4.18	Notifications after engagement is accepted or declined **BR4.18.1** The system must send a notification to Stakeholder Owner(s) and stakeholder relations coordinators notifying of the response from external stakeholder. **BR4.18.2** The system must send notification to stakeholder relations coordinator when Stakeholder Owner(s) accept or decline an invitation.

Req ID	Requirement
BR4.19	Engage with the stakeholder **BR4.19.1** The users must be able to engage with external stakeholders via Skype for business or email directly from system. **BR4.19.2** The system must keep the record of engagements that was done directly from the system. The following minimum information should be stored on the record of each engagement: • Stakeholder contacted. • Name of the person who contacted the stakeholder. • Date. • Timestamp. • Audio recording. **BR4.19.3** Stakeholder Owner must have an option to audio record an engagement session.
BR4.20	Capture feedback of engagement **BR4.20.1** The system must have a form for capturing engagement feedback. Each feedback form must be linked to each engagement objective. **BR4.20.2** The system must activate the feedback form when the start time for the corresponding engagement begins. **BR4.20.3** The system must send a notification to the Stakeholder Owner(s) (meeting organizers) with the link to capture engagement feedback an hour after the engagement end time and change the status of an engagement objective to pending feedback. **BR4.20.4** The stakeholder owner must have an option to mark the captured feedback as private and be able to add individual(s) that must have access to the feedback that is set as private. **BR4.20.5** The system must automatically change the status of an engagement objective to completed once the feedback is submitted. **BR4.20.6** The system must automatically generate a 'thank you' email on behalf of Stakeholder Owner to the external stakeholder that was engaged when the feedback form is submitted.

Req ID	Requirement
BR4.21	Capture and track action items **BR4.21.1** The Stakeholder Owner(s) must be able to capture action items that resulted from the engagement. The action must be linked to an engagement objective that had occurred. **BR4.21.1.1** The action item should have an Action owner defaulting as Stakeholder Owner name, Action name, Impact (low, medium, high), Details, Responsible Person, Status (open, resolved, closed). The responsible person must be selected from Active Directory. **BR4.21.2** The system must apply relevant SLAs based on impact that is assigned to an action. **BR4.21.3** The system must automatically send an email notification with a logged action summary to the Responsible Person and the stakeholder relations coordinator that scheduled an engagement. **BR4.21.4** The system must allow the Responsible Person access to capture comments onto an action item and change action status to resolved. **BR4.21.5** The system must automatically send a notification to Stakeholder Owner and stakeholder relations coordinator when an action is changed to resolved. **BR4.21.6** The system must only allow the stakeholder relations coordinator and stakeholder owner to close an action. **BR4.21.7** The system must automatically send reminders to Stakeholder Owner and stakeholder relationship coordinator when an action is not closed but still within an SLA. **BR4.21.8** The system must automatically send an escalation email to Stakeholder Owner and Group Manager for Stakeholder Relation when an SLA is violated.
BR4.22	Bulk emails and letters **BR4.22.1** The system must have the capability to allow users to generate letters and send emails.

Req ID	Requirement
	BR4.22.2 The user must be able to manually create a mailing group to be used when sending an email or letter(s). **BR4.22.3** The user must be able to add the group that was automatically created by the system as the recipient for email or mail. **BR4.22.4** The system must have an option to allow users to remove an email address from the automatically created emailing group when adding a group as email recipient. **BR4.22.5** The system must automatically populate the stakeholder name and surname on email salutation. **BR4.22.6** The system must send an email from a generic email address. **BR4.22.7** The system must have a function for capturing and printing letters. **BR4.22.7.1** The system must allow users to create letter templates with letterheads for each airport that can be used when generating a letter. **BR4.22.7.2** The user must be able to select the specific template to use when capturing the content of the letter. **BR4.22.7.3** The user must be able to remove the stakeholders that are not supposed to receive a letter from the automatically created mailing group. **BR4.22.7.4** The system must auto populate the letter with a stakeholder's company address and have the salutation as stakeholder name and surname.
BR4.23	Update notifications An administrator must be able to add, change and remove stakeholder relations coordinators on the notification function.
BR4.24	Archiving **BR4.24.1** A master engagement plan with its corresponding feedback and action plan must be kept for a period of 5 years.
BR4.25	Real-time dashboard **BR4.25.1** Display the engagements that are planned and occurred with external stakeholder.

Req ID	Requirement
	BR4.25.2 Display the consolidated view of ALL Stakeholder Owner's engagement progress. **BR4.25.3** Display the consolidated view of ALL engagements for Corporate Projects'.
BR4.26	Reports **BR4.26.1** The users must be able to generate reports on ad hoc basis and export to Excel, Word and PowerPoint. **BR4.26.2** The system must generate the engagement plan progress report for ALL Stakeholder Owners. **BR4.26.3** The system must generate the engagement plan progress report for ALL Corporate Projects. **BR4.26.4** The system must generate the report for action items with their corresponding status indicating the period in that particular status.
BR4.27	Business Intelligence 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.
BR4.28	**Search function** The user must be able to search for data on the system.

Table 6: Stakeholder Relations Management Requirements

3.5. Integration with Mobile Application

The CRM should have the capability to integrate with the mobile application. The following table consist of the minimum requirements:

Req ID	Requirement
BR5.1	The system must be able to store customer profiles that are created from mobile application when the user registers.
BR5.2	The system must have the capability to store the customer's shopping patterns and create customer preferences based on their behavior on the mobile application.
BR5.3	The system must push customer preferences (i.e. personalised marketing) onto the mobile application.

4. Non-Functional Requirements

4.1. Physical locations

4.1.1. Must be available in all nine (9) ACSA sites and Corporate office.

4.2. User Volumes

4.2.1. Passenger services (Customer query management)

4.2.1.1. Read only (50 users).

4.2.1.2. Full functionality (100 users).

4.2.2. Passenger services (Key Account Management)

4.2.2.1. Read only (10 users).

4.2.2.2. Full functionality (40 users).

4.2.3. HR Shared Services (Employee Query Management)

4.2.3.1. Read only (25 users).

4.2.3.2. Full functional rights (70 users).

4.2.4. Corporate affairs (Stakeholder Relations Management)

4.2.4.1. Read and update (72 users).

4.2.4.2. Full functional rights (8 users).

4.3. Platform performance (Speed & Latency)

4.3.1. The system must respond in less than 5 seconds. The Service Provider to provide the estimated bandwidth requirements.

4.3.2. The system must have immediate response when attaching a document(s).

4.3.3. The system must be able to handle 1000 minimum queries during peak times.

4.4. Scalability

4.4.1. Must cater for 5% growth per year in terms of additional users.

4.5. Usability

4.5.1. The solution must be web based.

4.6. Reliability & Availability (Days/Hours)

4.6.1. The solution must be available 24/7 with a minimum availability of 99.8%. Past performance reports and/or statistics need to be provided to this effect.

4.6.2. The solution must cater for high availability backups and disaster recovery.

4.6.3. The solution must be able to backup daily and should also have offsite storage for backup storage.

4.6.4. The solution must be able to recover deleted data from backups. The recovery point objective (RPO) must be at most one (1) day.

4.7. Security

4.7.1. The Service Provider must provide ACSA with their security best practices or controls detailing how they secure their solution.

4.7.2. The solution must ensure that data is transmitted in a non-readable format (encrypted) and has strong key management. The solution must provide encryption capabilities for stored data to ensure that data at rest is protected. For example, Transport Layer Security (TLS) must be version 1.2 or up.

4.7.3. The Service Provider must ensure that Server-level security features are in place for the solution. They must provide information related to the following: patching, anti-virus, vulnerability scanning, intrusion detection with real-time alerts etc.

4.7.4. The Service Provider must ensure that Data Centre security features are in place. They must provide information related to the following: Physical security measures which include an integrated security management solution such as around-the-clock on-site security personnel, video surveillance, and monitoring—as well as industry leading policies and practices.

4.7.5. The solution must also detect anomalies in functionality, user accessibility, traffic flows, and tampering.

4.7.6. Authentication – the solution must unique identify users and authenticate them. Administrator accounts must be segregated from normal user accounts.

4.7.7. Authorization – the solution must enable users and/or role-based permissions to be configured in order to control what solution features and data users can access.

4.7.8. Audit – the solution must keep an audit trail of all activities performed in the solution (includes but not limited to the following: who created, updated and deleted (must be authorized by super users) the record, with time and date stamp.

4.7.9. Assurance – the solution must maintain data integrity and quality. The solution must be a single source of truth in terms of data and calculations.

4.7.10. Availability – the solution must be secured to prevent denial of service to ACSA users. It must also provide threat protection.

4.7.11. Asset Protection – the solution must protect ACSA data from being viewed by unauthorized personnel.

4.7.12. The solution must limit access to suspicious visitors and monitor for traffic spikes to prevent overloads like DDoS attacks.

4.8. 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.

4.8.1. Passenger services (Customer query management)

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

4.8.1.2. Query administrator: create, view, edit.

4.8.1.3. Supervisor: view and edit.

4.8.1.4. Centre of Excellence: View and edit.

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

4.8.2. Passenger services (Key Account Management)

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

4.8.2.2. Group executives: View only.

4.8.2.3. Chief Executive Officer: View only.

4.8.2.4. Chief Operations Officer: View only.

4.8.2.5. Centre of excellence: View and edit.

4.8.2.6. Airport General Manager: View only.

4.8.2.7. General Manager: View only.

4.8.2.8. Airport operations manager: View only.

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

4.8.3. HR Shared Services (Employee Query Management)

4.8.3.1. Contact Centre agent for the specific Paypoint: Create, view, update and close query.

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

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

4.8.3.4. Manager: view query; generate reports.

4.8.4. Corporate affairs (Stakeholder Relations Management)

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

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

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

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

4.9. Integrity

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

4.10. Privacy and data ownership

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

4.10.2. All data to remain the property of ACSA.

4.11. Audit Trail

4.11.1. 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.

4.12. Service access

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

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

4.13. Operational

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

4.14. Business Continuity

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

4.14.2. 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.

4.14.3. 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.

4.14.4. 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)

4.14.5. 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.

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

4.15. Local Support

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

4.16. Look and Feel

4.16.1. The solution must be white labelled to align with ACSA Corporate identity and branding.

4.17. Data Center

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

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

4.18. Technology Roadmap

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

4.19. Development Environment

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

4.20. Integration

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

4.20.1.1. Web Recall (for accessing call record).

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

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

4.20.1.4. Active directory (users' profiles).

4.20.1.5. Outlook (emails and calendar).

4.20.1.6. FIDS (flight information display system).

4.20.1.7. Oracle HR (Employee details).

4.20.1.8. Oracle Finance (Revenue details per stakeholder).

4.20.1.9. HR Kiosk (pay slip queries).

4.20.1.10. SharePoint (website and storage of attachments).

4.20.1.11. Mobile Application

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

4.20.3. The format of the data passed by the interface must use industry standard, e.g. W3C standard such as XML.

4.20.4. The CRM solution must support a two-way data sync, i.e. between the CRM solution and back-end on-premise systems.

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5. Required Services from the Bidder

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

5.1 Solution Implementation

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

5.1.2 Implementation of all non-functional requirements (section 4).

5.2 Quality Assurance

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

5.2.2 Solution must be fit for purpose.

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

5.2.4 Solution must adhere to timelines for delivery.

5.3 Maintenance Services

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

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

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

5.4 Support Services

ACSA requires these support services from a service provider

5.4.1 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;

5.4.2 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;

5.4.3 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

5.4.4 Penalties will be incurred by the Service Provider if the agreed SLA times are not met.

5.4.5 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.

5.5 Incident logging procedure

5.5.1 ACSA requires the Service Provider to adhere to the following incident logging procedure:

5.5.2 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;

5.5.3 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.

5.6 Definition of incident priority

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

5.6.2 P1 – Total systems failure;

5.6.3 P2 – Partial system failure with minimum monitoring functionality;

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

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

Incident management response and resolution times for (Office Hours)			
	Response	**Restoration**	**Update Feedback**
P1	15min	2hrs	30min
P2	30min	4hrs	1 hour
P3	60min	8hrs	2hrs
P4	4hours	24hrs	8hrs
P5	8hours	48hrs	8hrs

Table 7: Incident Response and Resolution time (Office Hours)

Incident management response and resolution times for (After Hours, Weekends and Public Holidays)			
	Response	**Restoration**	**Update Feedback**
P1	15min	3hrs	15min
P2	30min	5hrs	30min
P3	60min	8hrs	2hrs
P4	4hours	24hrs	8hrs
P5	8hours	48hrs	8hrs

Table 8: Incident Response and Resolution time (After Hours)

5.7 Penalties

5.7.1 The Service Provider shall repair all software failures within the times specified in the SLA.

5.7.2 The following penalties shall apply for failure to resolve incidents within the agreed timeline.

SLA breach	Penalty
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 month will be deemed as a material breach, and the contract will be referred	Termination procedures.

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 9: SLA Breach and Penalties

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

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

Table 10: SLA Breach and Penalty for Maintenance

5.8 Reporting

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

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

5.8.2.1 Usage of the system.

5.8.2.2 System availability and downtimes.

5.8.2.3 Number of calls logged and status.

5.9 Documentation

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

5.9.1 Project Management deliverables as per ACSA Methodology.

5.9.2 Architectural design.

5.9.3 Functional Specification.

5.9.4 Technical Specification.

5.9.5 Quality Assurance Specific Documentation (Test plan, Test cases, test results for different types of solution testing (unit, functional, performance, stress, vulnerability))

5.9.6 Operational Manuals

5.9.7 Training Manuals.

5.10 Training requirement

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

5.10.1 Administrators, Technical, IT Help Desk and End User training across all nine (9) airport sites and corporate office.

5.11 The solution must adhere to best practice Architecture Principles.

5.12 Company Information

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

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

5.13 Meetings

As part of ongoing performance management and project delivery, ACSA requires that the Service Provider attend monthly and weekly meetings.

Frequency	Meeting Name	Standing Agenda	Participants and Role	Prior documents to be submitted by the Service Provider	Documents to be produced after meeting
Monthly	Project Board Meeting	Discuss all aspects of Monthly report.	IT PMO Service Provider	Project Board Pack including	Attendance Register

Frequency	Meeting Name	Standing Agenda	Participants and Role	Prior documents to be submitted by the Service Provider	Documents to be produced after meeting
		Discuss Project Costs, Timeline, Risks, Issues, Resources, etc. Discuss all deliverables produced to trace successful delivery on Business Requirements.	ACSA contract owner ACSA Technical Lead Project Sponsor Other Stakeholders per Invitation	Planned Presentation. Previous Minutes. Monthly Reports.	Minutes of meeting including updated Action items, Decisions Made, Risk & Issue Log Acceptance of deliverables
Weekly	Progress Meeting	Action items Progress Made Planned tasks for next week, Issues and Risks	ACSA IT SI/SD (Project Manager, Business Analyst), Technical Lead, Service Provider	Minutes of Previous Meeting. Updated Risk and Issue Log.	Attendance Register. Minutes of Meeting. Acceptance of deliverables.
Ad-hoc	Ad-hoc	Ad-hoc	Stakeholders as and when required	Ad-hoc	As agreed by all parties
Monthly	Operational Meetings	Review system operations, vendor performance	Service provider & IT Operations Department	Operational reports	Minutes, attendance register.

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.