



## Questions & Answers

### Public Sector CRM System Design in Aqaba Special Economic Zone Authority

<b>SOW #</b>	SOW-153-2011
<b>RFTOP#</b>	RFP-033-2011
<b>Questions Due:</b>	December 20, 2010
<b>Q&amp;A Distributed to Bidders:</b>	January 23, 2011
<b>Final Proposals Due Date:</b>	<b>February 6, 2011 - 17:00 h ACED Office (Delivery at ACED office only - not at ASEZA)</b>

- Q1. “Reference to the above RFP number we would like to clarify the bonds issue. Is there any kind of bid bond at this stage? Is there performance bond (if applicable) will be a percentage of the total value of our proposal?”<sup>1</sup>**

There is no bond required at this stage for submitting proposals for the RFP. However, once awarded, the company will be requested to submit a bond the equivalent of 10% of the project costs that will be funded by ASEZA, if any.

- Q2. “Are you using named-users for the DB?”**

This would depend on the proposed solution from the bidder; therefore, bidders should include the licensing module of their solution in their proposal.

- Q3. “How many ERP users we are talking about?”**

Approximately 70 users are currently using the Oracle ERP system.

- Q4. “Re sizing, is this how to be for 3 years or year 1?”**

There is no mention of the term “resizing” in the RFP.

- Q5. “Where is test/dev environment?”**

Testing of the CRM system will be at ASEZA’s premises in Aqaba.

<sup>1</sup> All questions are included as received by bidders and have not been edited for grammar or style. All questions received were in English.

**Q6. “No clustering?”**

Bidders should include both high availability and non-high availability solutions in their proposal.

**Q7. “What exactly is the type of integration required between CRM and ERP system? Which items are required to be common between CRM and the ERP system?”**

It should be a two-way integration solution for the CRM and ERP systems. Payments received for services that have been provided by the CRM system must be recorded and processed by both systems.

**Q8. “What is the AWAD system? What is its relation with CRM?”**

AWAD is the “ASEZA Workflow and Document Management System”. It consists of 5 components:

- Workflow Management System.
- Document Management System (DMS).
- DiWAN.
- Geographical Information System (GIS).
- Portal for accessing the system.

AWAD handles 30 services and they will be available on-online as e-services. The CRM should be linked to the AWAD system in at least two ways: First, the CRM should track the services, and second, utilize the DMS to communicate with Directorates in ASEZA. Further details about the AWAD system can be found in the RFP.

**Q9. “What kind of Call center do they have?”**

ASEZA utilizes the ERICSSON SOLIDUS eCare system.

**Q10. “Regarding the integration with government web payment: Are the web services already made?”**

ASEZA is developing web services which are expected to be ready by the time the successful bidder will start implementing the CRM solution.

**Q11. “Do they have SharePoint portal?”**

SharePoint is available at ASEZA.

**Q12. “How many internal users will be need for the system. (no need for the public, our CRM comes with unlimited external users access).”**

A minimum of 100 internal users are expected to use the CRM system.

**Q13. “What are the requirements for data quality needed to be included in the planned solution? Including profiling, matching, cleansing, standardizing.”**

It is up to the bidder to suggest an appropriate approach to data quality depending on the proposed solution. Bidders should outline the requirements and the methodology for data quality in their technical proposal.

**Q14. “Do you currently have data integration and quality management tools? Please provide specifications”**

ASEZA has not defined data integration and quality management standards that bidders must follow for the implementation of the proposed CRM system.

**Q15. “How do you plan to implement the integration with other business units that owns the citizen data? What type of integration will be required like online, synchronously...etc”**

At this stage, the system will be implemented, managed and hosted by ASEZA. ADC will have access to the system. The customer data warehouse will be at ASEZA, and other business units (ADC and others) will have access to the system.

Bidders may propose solutions in their technical proposal that facilitate the integration of the CRM with other business units such as the ADC and government agencies in Aqaba.

**Q16. “Do you have details on the quality rules that will be implemented on the citizen master file?”**

These will be shared with the successful bidder upon contract award.

**Q17. “Are you planning to centralize the management of citizens data directly (users who will be able to manage and edit citizen records directly on the customer hub) or is it going to be decentralized (each unit manages its own data part)?”**

Customer data will be centralized in one data warehouse. However, not all users who can access the records should be able to add/delete/modify the records. Users should only be able to view/add/delete/modify the records that are relevant to their work.

**Q18. “Do you currently have applications integration middleware platform? Please provide specifications.”**

ASEZA has Oracle SOA Suite 11g, but it is not currently used as “integration middleware”. Bidders may propose Oracle SOA Suite 11g or any other platform as an “integration middleware platform” for the successful implementation of the CRM system.

**Q19. “In order to do appropriate sizing for the integration hub where the new CRM application will be plugged , we will need to know the following:-**

- a) Number of transactions that will be initiated from the CRM system to the integration hub.
- b) The average size of the data that will be associated with each transaction above
- c) Number of transactions that will go out of the CRM system to the integrating hub in the peak period.
- d) The utilization percentage of the integration hub as it is right now.
- e) The type of the required integration between the CRM system and other systems in ASEZA. Is it a system to system integration or will it include some business logic / workflows? If both, then what is the ratio between the 2 use cases?”

- a) It is expected that the number of services (which may entail several transactions) to be handled by the CRM will be around 500 daily initially and up to 3,500 more customer requests daily after one year. Each service request may initiate several transactions with other systems depending on the service requested.
- b) This will depend on the proposed CRM solution. Bidders should specify data sizes the system can handle.
- c) Number of transactions is not defined at this period, and should be investigated by the successful bidder during the scoping phase of the project after the contract has been awarded.
- d) There is no integration hub currently.
- e) It will include both, and should be defined by the successful bidder during the scoping phase of the project after the contract has been awarded.

**Q20. “Please specify the average number of calls daily inbound/outbound to ASEZA call center?”**

This information will be shared with the successful bidder.

**Q21. “Are the smart scripts correlated with the call center?”**

Smart scripts should be linked with the call center solution as part of the proposed CRM system.

**Q22. “How do you plan for citizens/users to log in the system?”**

Customers wishing to access their records or track their requests should be able to log into the system either through a unique number for the transaction issued by the system (tracking number) or through a username and password for secure access to view a history of all transactions related to the customer.

**Q23. “Does ADC and ASEZA share the same business processes? Does each entity has its own business processes?”**

ASEZA and ADC are two separate legal entities with different business functions and responsibilities. Both do interact with customers (investors, contractors, citizens, etc.) through their own business processes, which are not the same but complement each other.

**Q24. “How do you intend to verify the user authentication on the system (whether it was a citizen or ASEZA employee)? “**

For online access, users are verified through a username and password to access secure information. To track a transaction, a unique number will be assigned by the system for the transaction. Over the phone identification methods should be proposed by the successful bidder during the scoping phase of the project after the contract has been awarded.

**Q25. “What types of alerts or notifications for the citizen/user do you plan to apply? “**

Email and SMS notifications are required as a minimum.

**Q26. “Please list all integration points to the target system?”**

The successful bidder should conduct an inventory of all integration points during the scoping phase of the project after the contract has been awarded.

**Q27. “Please specify the nature of integration requested for each point? (Interface, one way integration, two way integration..)”**

The successful bidder should conduct an inventory of all integration points during the scoping phase of the project after the contract has been awarded.

**Q28. “Is data migration requested? if so, what is the size of the data? For how many years? “**

Data migration is not required under this contract.

**Q29. “What is the type of data to be migrated?”**

Please refer to question 28.

**Q30. “Is the data cleansed? Shall we offer data cleansing?”**

Cleansing of databases may be required. Data cleansing should be offered as an optional item as part of the methodology offered by the bidder in the technical proposal. A **separate** quotation for data cleansing should be included in the financial offer.

**Q31. “Will ASEZA consider providing High availability and disaster recovery solutions? “**

Please refer to question 6.

**Q32. “Shall the target solution entail the same AWAD forms? “**

Bidders may propose alternative forms or modify existing forms of the AWAD system.

**Q33. “Does ASEZA and ADC have their own set of KPIs?”**

The successful bidder will be required to review existing KPIs of ASEZA and ADC and to modify and/or suggest new KPIs during the implementation of the project after the contract has been awarded.

**Q34. “Integration with ASEZA Call center(ERICSSON SOLIDUS eCARE™): Could you please clarify if the call center currently installed at ASEZA facilitate the required integration points to meet the requirements in your RFP.”**

It is up to the bidder to examine the default Ericsson Solidus eCare features and verify whether it facilitates the required integration points that meet the requirements as stated in the RFP. Also, if the bidder does find gaps in the required integration features, the bidder should suggest alternative workarounds to accommodate the process automation flow.

**Q35. “Data Migration efforts: as mentioned in the proposal, ASEZA will provide us with old electronic forms and hardcopies forms to be implemented and integrated with the new solution. Does this include any data migration efforts from our side? If yes, could you please clarify the data migration task in details?”**

Please refer to question 28.

**Q36. “Number of users: In the RFP document, you have estimated the total number of transactions per day with 500 (up to 3,500 after 1 year). Could you please specify the number of employees who will be using the system internally (This should include all levels: Directors, Managers, staff, ... etc.).”**

Please refer to question 12.

**Q37. “In the “requested services” section you mentioned that the vendor must conduct a study on current customer service processes at ASEZA which involves interviews with stakeholders, You have also requested a full report on current marketing and sales management processes in ASEZA and ADC. But in deliverables section, nothing of the above was mentioned. Could you please clarify this point?”**

It is part of the second deliverable “Business Requirements Document” as described in the RFP.

**Q38. “For integration with their current system, do they have enough documentation for that integration?”**

Most of the systems at ASEZA have complete documentation associated with the existing systems. If existing documentation does not provide for the required documentation to facilitate the integration of existing system with the CRM, the successful bidder is required to document such integration after the contract has been awarded.

**Q39. “What kind of documents about the current running system are there? (user manuals, API documentation, system architecture...) The success of the integration will be on us and the vendor of their current systems, is that right?”**

Please refer to question 38.

**Q40. “Is there any existing CRM that the new system will replace? Does this system support multi-language?”**

This can only be determined once the successful bidder has been selected. The proposed CRM must support both Arabic and English.

**Q41. “Your tender does not mention the technology to be used, so can we use Microsoft technologies such as .NET, SharePoint and MS SQL Server 2008 R2 as DB engine?”**

The bidders can propose any technology they deem appropriate to meet the requirements as stated in the RFP.

**Q42. “About the hardware and the infrastructure requirements cost, does it included in the financial proposal?”**

No. New hardware (if needed) will be purchased separately by ASEZA under a separate RFP. Bidders should indicate the minimum hardware and infrastructure requirements needed to run the CRM system.

**Q43. "About the maintenance and support for the new CRM, does it include customization?"**

Bidders should include in the technical and financial proposals the extent to which maintenance and support is covered. It should include a detailed breakdown of customization man-days, onsite visits, off-site, etc.

**Q44. "Please clarify this paragraph "Ability to utilize portable devices like laptops or PDA's to interact with the system either online or offline"?"**

Offline mode means that the PDA/Laptop does not have access to the internet and the CRM system. It also means that transactions made on the PDA/Laptop while not connected to the CRM system are saved to a local (intermediate) repository of data, until a connection with the main system is established through the Internet. Once a connection is established, the locally saved transaction is synchronised with the CRM system.

**Q45. "Do you have your own Document Management System (DMS), and if you have does it included in the integration process?"**

The DMS is part of AWAD system at ASEZA and it should be integrated with the proposed CRM system.

**Q46. "About the Penalty clauses it is not mention in the tender?"**

Relevant clauses will be part of the contract to be signed with the successful bidder.

**Q47. "Does the 9-months project period possible to be extended?"**

Bidders can submit an implementation plan that is longer than 9 months although bidders should review the evaluation criteria as stated in the RFP which refer to the timely implementation of the proposed CRM.

**Q48. "Do 3rd parties such as development controls, government web payment gateway, performance measurements tools, SMS services, external mail campaign server, yearly hosting fees, yearly domain name fees and so on included in the financial proposal?"**

These should not be included in the technical and financial proposals. Only what is required by the RFP and clarified by this document should be included in the technical and financial proposals.

**Q49. "Does this system need extra resources like a technical writer and Quality Assurance people?"**

The required resources mentioned in the RFP do set the minimum resources/skills needed for the successful implementation of the proposed CRM system. Bidders can add required resources to ensure successful delivery of the proposed CRM system as they deem necessary as part of the technical and financial proposals.

**Q50. “Does the project development cycle must be in Aqaba?”**

Most of the work will be conducted on site at ASEZA in Aqaba. Bidders shall assume that the project's team will spend over 90% of their time in Aqaba in close coordination with and under the supervision of ASEZA.

**Q51. “Page 7, section “other CRM system requirements”, row no. 5, please specify the details of integration scope between the CRM system and the following systems,**

- Oracle ERP.
- AWAD.
- ASYCUDA.
- TAQDEER.
- SageCRM.”

This should be defined by the successful bidder during the scoping phase of the project after the contract has been awarded.

**Q52. “Please determine the way of the needed integration, 1 way or 2 ways (From one system to another or bi-directional)?”**

This should be defined by the successful bidder during the scoping phase of the project after the contract has been awarded.

**Q53. “Integration method online (real time) or offline?”**

Real time integration is required.

**Q54. “Page 7, section “other CRM system requirements”, row no. 5, since ASEZA has SageCRM system why they didn't utilize it to automate the current needs of this RFP? Please list the obstacles and limitation.”**

Relevant information related to existing CRM systems at ASEZA will be shared with the successful bidder.

**Q55. “Pages 5, bullet no. 2, please provide the detailed hardware/software specification of the current call center.”**

Please refer to the RFP.

**Q56. “Page 32, section “marketing management”, last paragraph, what are the reasons of not using the current marketing system? And what is the name of this application?”**

Relevant information related to existing systems at ASEZA will be shared with the successful bidder.

**Q57. “Page 35, should we consider replacing the current OSS pilot/OSS system with CRM as part of the project scope? If yes, do we need to migrate the existing data to the new CRM system? If no, will it be released in a new separate RFP?”**

No data migration is required as part of this contract. However, the bidder may propose in its technical and financial proposals to replace the OSS system (or any other system) if the bidder believes this is necessary for the successful implementation of the proposed CRM system.

**Q58. “What are the number of users who will be accessing the system (named seats), and the expected growth in this number over the next 3 years.”**

Please refer to question 12.

**Q59. “What is the number of users who will be accessing the system (named seats) offline, and the expected growth in this number over the next 3 years?”**

Please refer to question 12.

**Q60. “Do you need Arabic interface for the system beside the default English interface?”**

Arabic and a similar English interface are required.

**Q61. “Do you need dual interface for website integration (Arabic, English)?”**

Arabic and a similar English interface are required.

**Q62. “Do you need any type of escalation management such as and not limited to “alert team leader if user didn’t take action for 2 days”?”**

Bidders are required to provide an “escalation management solution” as part of the technical proposal.

**Q63. “Please provide more details regarding the needed sales management, same way of description of the client care management?”**

The sales module should incorporate basic Sales management features from creating a lead following a marketing campaign or from scratch, to creating an opportunity, a proposal and a quote, finally creating an order. This module should be integrated with the rest of the CRM including the Customer Data Centric. Specific sales module implementation and customization requirements will be determined by the successful bidder during the scoping phase of the project after the contract has been awarded.

**Q64. “Please provide more details regarding the needed marketing management, same way of description of the client care management?”**

The marketing module should incorporate basic Marketing management features from creating and operating campaigns to supporting the seamless integration with the different available channels upon different multi layer classification of clients. This module should be integrated with the CRM application including the Customer Data Centric. Specific marketing module implementation and customization requirements will be determined by the successful bidder during the scoping phase of the project after the contract has been awarded.

**Q65. “Do you need to migrate any existing information from any system to the new CRM system, if yes please list the sources of this information?”**

No data migration is required as part of this contract. Please refer to question 28.

**Q66. “What is the connection bandwidth/speed from ASEZA premises to the Internet?”**

4 Mbps.

**Q67. “Is there a requirement for Disaster Recovery provision, and is there a DR site currently in place?”**

There is no Disaster Recovery Site currently at ASEZA. Please refer to question 6.

**Q68. “Do you have any Service Level Agreements in place with the vendors that require integration with the proposed CRM application?”**

No Service Level Agreements are currently in place with vendors.

**Q69. “Do you have a training center/laboratory equipped with the required number of workstations for end users training? If no, should the vendor secure the prerequisites with the same proposal? “**

There are training facilities at ASEZA for conducting the end-user training that are equipped with the needed workstations.

**Q70. “Do you have any delay penalty policy/mechanism that we need to be aware of?”**

Relevant clauses will be part of the contract to be signed with the successful bidder.

**Q71.** “Pg. 4&5: For different information come from different applications, is information fabric (as information integration/federation layer) required to unify customers' information? As clarified in the RFP, "Deliver a document detailing the implementation of a central information source for customer data. The document should detail the integration with existing ASEZA and ADC systems relevant to the CRM system." and "Implement the Customer Information Centric system." If that to be achieved through a point-to-point integration, information will not be consolidated as intended and will be difficult to be managed through this project and future ones. Information Fabric comes as solution for such requirement where all information to be federated into one virtualized layer with translation and transformation capabilities based on standardized business vocabulary where all other layers within any solution will have one source of information while legacy systems yet access their source of information.”

Bidders are welcome to propose “information fabric” as a tool to unify customer’s information. This would depend on the proposed CRM system and its capabilities.

**Q72.** “Do you have any data intended to be migrated into the new system? If yes, can you specify?”

No data migration is required as part of this contract. Please refer to question 28.

**Q73.** “Pg. 4: For the required hardware and infrastructure, should we assume that the role of the vendor of the CRM System will be recommendation only for the required components and does not include purchasing, implementation and configuration?”

Please refer to question 42.

**Q74.** “Pg. 2: For integration with ADC for CSR and Investment Services, is there any current integrating? Is there a clear electronic contractual agreement for integration or it should be defined within the project?”

There is currently no integration between ASEZA and ADC with regards to CSR and Investment Services. Coordination takes place by phone or email. One objective of the CRM is to keep track of the customers at both entities and their interactions with customers.

**Q75.** “Pg. 2: Can we receive a full specification for ASEZA systems like Oracle ESB, AWAD, ERPS, OSS and others? Or shall we assume these specifications to be articulated within the project? As integration with other systems normally considered as a high risk component within any implementation such as this one, it's highly recommended to provide such information prior proposal preparation to calculate such risk and reduce the cost accordingly.”

**AWAD:** Please refer to question 8.

**ERPS:** is used by the Investment commission of ASEZA. It provides the workflow and automates the processes associated with company registration, company permits and general administration associated with these functions.

Currently this system is used by the existing OSS customer service team and the new OSS system is “laid over it” to provide a unified interface to all the OSS team in the new OSS location, this system will keep functioning until its functionalities are fully captured within the proposed CRM and the future phases of AWAD.

**OSS:** A system used by the new One Stop Shop (OSS) to log all the customer service request entries; it provides a unified interface as an application platform for the OSS Customer Service employees to ease the interaction with ASEZA Customers and to improve the efficiency and response time of the OSS counters. A ticketing system is included that also allows for the inquiry of the service requests. A thin layer “sits over” the existing service fulfilment applications (ERPS, EVR and shortly also for DiWAN/AWAD).

The existing system provides reporting in regards to service requests, time of service fulfilment and a service dashboard for the decision maker. It includes a service request tracking module, but the reporting on the status and tracking of the service request is could be improved. This system does not host any customer related information.

**Q76. “Pg. 2: How far current systems can be integrated or they have integration abilities out-of-the-box? Do they provide Web-Services for integration?”**

All backend applications at ASEZA have web-services limited to ad-hoc integration with backend applications.

**Q77. “Pg. 5: When you say SOA and BPEL for integration, does that implicitly directing the approach of integration to be utilizing ESB and BPMS platforms/systems? SOA is a whole paradigm that covers different business supporting layers (including Business Processes, Applications, Information and Infrastructure). For BPEL, and to be handled and executed based on mapped system-centric processes, an ESB should be implemented as a middleware across all different layers.”**

ASEZA may consider any software platform as an integration solution.

**Q78. “Pg. 6: For published services via internet, what public portal do you have currently?”**

[www.aseza.jo](http://www.aseza.jo)

**Q79. “Pg. 10: Do you have an existing document management system or it should be offered within the CRM system? Referring to "...will be scanned and saved in the Document Management System.””**

ASEZA currently uses the DMS system, which is part of the AWAD system.

**Q80. “Pg. 36: For AWAD system, what its role with the new implemented system? To be integrated? Replaced partially or fully? Shielded by the new system?”**

Please refer to question 8.

**Q81. “Pg. 2: For ADC integration, can we get more details of such integration?”**

No integration is required with ADC’s systems as part of this contract.

**Q82. “Pg. 2: Referring to "The system should be flexible to allow for future integration with other governmental entities in Aqaba if needed", do you have any standards to approach? If not, what kind of flexibility should be there to cope within this point?”**

Bidders should provide an integration solution that ensures that standard integration methods can be used for future integration of the CRM with other software applications.

**Q83. “Pg. 4: Do you have documented processes for review or it should be mapped within the engagement?”**

Since some documented processes are outdated or need revision, the bidder shall map the processes as part of the project’s scope and re-engineer these in support of relevant services after the contract has been awarded.

**Q84. “Pg. 4: For reengineering efforts, can we utilize SOA frameworks as an approach to decomposition and recomposed services for optimization purposes? SOA as a concept and framework and if it's utilized to reengineer business services and processes, it gives a huge advantages among other approaches. Normally, a process whether end-to-end customer facing or internal can be de-composited to many internal services where by doing that for each process, a library of internal and external service will be built by time which increases the reusability of these services through compositing them into new processes. Through this, implementation of services within any platform will be rapidly delivered by time.”**

The SOA framework can be used as an approach.

**Q85. “RFP: Page 4: Do you consider Enterprise Architecture approach to map related information for better planning and automation? Such EA efforts need EA Tool (such as Telelogic, ARIS, MEGA...etc.), is that can be included within the scope and cost? If EA (Enterprise Architecture) is considered as an approach for modeling internal landscape driven from business processes and all sophisticated related information (forms, KPIs, Roles, Supporting Applications for each activity,...etc.) in a holistic top-bottom approach will help to totally understand the process within its context (not in a isolated activities flow diagram) and accordingly design the desired solution perfectly taking into consideration all elements and will help in the rolling-out and actual implementation to study all elements and how they shall be affected and avoided any risk comes normally with such implementation. Most importantly, such tool will help in requirements traceability for any future changes and to avoid any unstable change. As per your requirements, and to be able to collect requirements in structural model driven approach, it's recommended to utilize EA concepts and tools. With such utilization, the change management and a comprehensive analysis can be conducted based on dynamic model driven from current As-Is and To-Be landscape at different business's support layers.”**

The bidder should propose the tools required to successfully implement the proposed CRM.

**Q86. “For documentation, and in light of EA tool, they can be generated dynamically through an EA repository in various formats like web navigational format that can be published via intranet. Is that applicable to your case? EA Tool comes with out-of-the-box web publishing functionality where all documented information will be populated in a web navigational interrelated format for any internal comprehensive review and study and will build a knowledgebase for the entire operations for current and future initiatives.”**

This is one approach and can be proposed for consideration provided that the bidder details its approach in the technical and financial proposals ensuring the successful implementation of the CRM.

**Q87. “Do you have a Service Management Framework? If yes, is that should be complied with within the project?”**

The RFP requires bidders to provide details of their service management to maintain the proposed CRM system.

**Q88. “RFP: Page 7: To accelerate delivery and in case of BPMS option, do you consider staged delivery per services' group instead as a whole lengthy delivery? You have mentioned "The system should support the capability of being implemented in phases, so the offering of system services can be presented through functions/modules." If we consider BPMS as a solution, the possibility of staging will be per services where at the beginning of the project a list of all services can be prioritized based on different important factors and accordingly the delivery will be planned.”**

This is one approach and can be proposed for consideration provided that the bidder details its approach in the technical and financial proposals ensuring the successful implementation of the CRM.

**Q89. “Do you have an IT governance framework, policies, and standards should we comply with?”**

These will be shared with the successful bidder upon contract award.

**Q90. “RFP: Page 12 Can one resource act in many roles if that does not contradict with the project timeline? This question is for project capacity building and to reserve resources for this project.”**

It should be detailed in the technical proposal how resources will be utilized.

**Q91. “RFP: Page 13 As mentioned, "The consultants shall report to ACED Program COP and DCOP or their designee." should you assume that PMO will be from your side or the PMO from our side will report to COP and DCOP from your side?”**

There will be a project manager from the successful bidder’s side, as well as a project manager from ASEZA who are responsible for the day-to-day implementation of the project. The ACED COP and DCOP or their designee will be overseeing the project’s execution to ensure the contract is implemented in accordance with the terms set forth in the contract signed between the successful bidder and the USAID/ACED program and that USAID regulations are adhered to by the successful bidder.

**Q92. “Page 8 For intelligence dashboard and KPI score card, do you have a clear linkage between Services and corporate KPIs cascaded for each service and department? If not, is it required to be documented/discovered during the engagement?”**

Please refer to question 33.

**Q93. “RFP: Page 5 When you mention "Based on leading public sector CRM systems", do you mean any offered CRM should be one of these leading public CRMs? CRM system can be a concept as it can be delivered in different systems' categories. In general, e-Services are delivered based on BPMS platforms which can map any kind of processes (including Customer Service processes).”**

Regardless of the platform/technology/terminology that is being proposed by the bidder, the bidder shall demonstrate in the technical and financial proposals that the proposed CRM solution meet the objectives and expected results of the RFP.

**Q94.** “For CRM System in nature, are you looking for normal CRM System which normally is functional based system with minimal workflow engine? Or are you looking for an innovative solution (regardless of the name of the system) that can solve current issues and deliver the intended objectives from the scope of this project and to have more value added currently and for any future expansion? Normal CRM systems comes functional based where there are hardcoded ready functions with configurable items shipped with a small workflow engine to coordinate some tasks within the working team while from your requirements, it might be a better solution to deliver a process based application where a platform will be built based on your processes totally and instead of functional based system, the platform will deliver business functions and utilizing general aspects that can scale to cover any kind of service/process within your organization.”

Regardless of the platform/technology/terminology that is being proposed by the bidder, the bidder shall demonstrate in the technical and financial proposals that the proposed CRM solution meet the objectives and expected results of the RFP.

**Q95.** “In case of BPMS (Business Process Management Solution) as considered option, for Marketing and Customer Service modules it can be a process to be automated with software components to be developed or to be ready system for usage and consumed through BPMS?”

It can be either, or a combination of both as long as the proposed solution meets the objectives and the expected results as stated in the RFP.

**Q96.** “Do you consider a tailored made/customized system as an option? If yes, what are your requirements for its readiness?”

Bidders are required to propose solutions in the technical and financial proposals that meet the objectives and the expected results of the project as stated in the RFP and this may include the customization of systems.

**Q97.** “RFP: Page 3&32 For Marketing and Customer Service Module, what is the future expected role of Sage CRM within the new solution? Should it be replaced? Integrated?”

Existing CRM systems at ASEZA can be replaced, modified, modernized or integrated depending on the bidder’s proposed CRM solution.

**Q98.** “RFP: Page 16 how many users are expected to use the system internally?”

Please refer to question 12.

**Q99. "RFP: Page 16 As mentioned, "The financial proposal shall include an optional item for the cost of licenses, if any. ASEZA may purchase the licenses separately." do you mean you are going to contact the product vendor for that? What do you mean purchase the licenses separately?"**

If licenses are required for the proposed CRM solution, the bidder shall include the cost of these licenses **separately** in the financial proposal and as an optional item in the technical proposal. ASEZA may purchase the additional licenses directly from the bidder based on the price quoted in the financial proposal, or may purchase additionally required licenses separately from the license vendor through another RFP.

**Q100. "If a company didn't submit an interest to participate before the 5th Dec 2010 deadline, can they yet submit a proposal?"**

Bidders, whether or not they have communicated to the USAID/ACED project to have an interest in submitting a bid can participate until the deadline for submitting bids as set forth for this RFP. The deadline for the RFP is placed on the website of the USAID/ACED program.

**Q101. "Can two or more companies join efforts to deliver the project? If yes, what are your requirements in this aspect considering the main contractor already submitted the interest to participate?"**

Companies can participate as a consortium, provided that each company is a Jordanian registered firm.

**Q102. "For previous 5 previous executions for similar project, and in case of a consortium, is that should be accumulative cross all participants?"**

The consortium must demonstrate to have implemented at least 5 relevant projects combined.

**Q103. "It is mentioned that the current call center at ASEZA is 'Ericsson Solidus eCare'; we need to know the PBX, IVR and CTI exact software names and versions? If there is no current CTI, is it required to include a CTI implementation in the scope of proposal?"**

This information is available in the product's specifications that can be obtained from the manufacturer.

**Q104. "We need to know the current number of Call Center agents and expected ones after implementing CRM software."**

Currently, five agents operate the call center at ASEZA. It is expected that there will be approximately fifteen agents after the successful implementation of the proposed CRM system.

**Q105. “We need to know how many end users are going to be trained specifying the business areas they are going to be trained on.”**

A minimum of 50 users from, but not limited to, the following departments at ASEZA: Customer Services, Investment Department and One-Stop Shop Department.

**Q106. “For the 2 years required support, we need to know how this support will be handed and is it mandatory to be onsite for the whole period.”**

Bidders should include in the technical and financial proposals how they plan to perform the support function, specifying response times and assets allocated to the proposed support services.

**Q107. “It is mentioned that ASEZA already have SAGE CRM (Marketing and Sales) implemented in place but not utilized, we need to know is it required to replace SAGE CRM with a new proposed CRM software to cover the Marketing and Sales areas, or it is required to work on SAGE and make sure to be utilized by ASEZA users.”**

Existing CRM systems at ASEZA can be replaced, modified, modernized or integrated depending on the bidder’s proposed CRM solution.

**Q108. “What is the mechanism of dispatching service requests to specialists? Is it going to follow complex or simple dispatching rules?”**

It will be a mixture of both. The successful bidder should investigate this issue during the scoping phase of the project after the contract has been awarded.

**Q109. “Can you please elaborate on the following requirement ' Automatically respond to customers' e-mails'; what is needed exactly?”**

This is a standard auto response from the CRM system to customers’ emails assuring that their inquiry/complaint/request has been received and logged by the CRM system and referenced with an identification number. This number should be sent to the customer within the reply email.

**Q110. “Do you need proposed CRM system to have survey functionality within it or you just need to integrate with current survey system?”**

There is no current survey system at ASEZA. The proposed CRM system should have survey functionality as specified by the technical proposal of the bidder.

**Q111. "What do you meant in the General CRM System Requirements in the RFP that "it's based on leading Public sector CRM Systems""**

A "Leading Public Sector CRM System" is a CRM solution that meets the requirements, objectives and expected results of the RFP and that has been implemented successfully in another organization.

**Q112. "Will all the services that are being provided be accessible online (what services will not be made available online)?"**

All services should be made accessible through the Internet.

**Q113. "Do you have a customer registration process that generates a Customer ID that will be used for all communication with ASEZA? Will this be the customer service number?"**

The OSS system is providing the Customer ID.

**Q114. "Going forward, all customer data will only be stored in the new CRM system (customer master will be owned by the new system) - we hope that ASEZA is comfortable with this."**

Bidders can suggest the best approach that ensures the successful delivery of the proposed CRM system as they deem necessary as part of the technical and financial proposals.

**Q115. "Can you please provide information on the technology used to develop ASYCUDA, ERPS, EVR?"**

ASYCUDA: Based on Java and uses Oracle SOA Class.

ERPS: Coldfusion with SQL server as the backend.

EVR: ASP.net and uses SQL server as a backend.

**Q116. "Do you currently have any CTI middleware application?"**

The Oracle SOA Suite is being used for this purpose.

**Q117. "What is the DMS that is currently being used?"**

Oracle UCM is being used for this purpose.

**Q118. “Not all integrations will be via a middleware - is this agreeable to ASEZA?”**

Bidders should outline the usage of middleware in their technical proposal which may be dependent on the system the bidder is proposing.

**Q119. “Will SAGE CRM be sunset after the new CRM system is live?”**

Existing CRM systems at ASEZA can be replaced, modified, modernized or integrated depending on the bidder’s proposed CRM solution.

**Q120. “We assume that the data extraction and cleansing will be the responsibility of ASEZA. Kindly to confirm.”**

See question 30.

**Q121. “Can we propose more than one technology; Oracle and Microsoft?”**

See question 41.

**Q122. “Along with the process automating, should the work scope and pricing consider “business process reengineering”, “business process enhancement”, or only automation?”**

The role of the successful bidder will be to review and ensure that processes are automation friendly after the contract has been awarded. This may entail reengineering if necessary.

**Q123. “Mobile integration is only considered as opening ASEZA website using the mobile browser, same as vesting the website using any regular computer web browser, please confirm?”**

Commonly used web browsers must be able to access the system.

**Q124. “Please mention the maximum number of processes that will be considered as part of the project scope automation.”**

Bidders should consider a minimum of 100 processes.

**Q125. “In terms of history data migration, should we consider any services history records to the new system?”**

No data migration is required. See question 28.

**Q126. “As part of the project scope, should we provide a custom use manual? If yes, in which language?”**

A customized user manual is required to be provided in Arabic.

**Q127. “Are the services included in the RFP (67 up to 100 services) expected to be integrated to an e-payment gateway?”**

These services are to be integrated with an e-payment system.