

REF: GMCM/CONT/ PIAC CALL CENTRE/01/2024

M/S \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **SUB:HIRING OF CALL CENTRE SERVICES FOR PIA**

Dear Sirs,

We are pleased to invite your sealed tenders for the item mentioned above. In case of more than one schedule separate tender for each schedule should be furnished. The terms & conditions of the tender/supplies/Services are given below:-

### **A) SUBMISSION OF TENDER**

1. You are required to send your tenders addressed to General Manager Contract Management, PIA Supply Chain Management Building, JIAP Karachi latest by **11-03-2024, 1030 hours**. The tenders may be dropped in the tender box marked as “**Tender Box Commercial Purchases**” placed at the entrance of the PIACL Supply Chain Management Building latest by **10:30** hours on the specified date. You may also send your tenders through registered A/D mail addressed to General Manager Contract Management, which must reach before the closing date and time mentioned above. **Tenders will be opened at 11:00 hours** the same day in the presence of tenderers.

2. Tenders received after stipulated date & time shall not be considered. The Corporation will not be responsible for postal delays.

3. Bidders are required to submit a Pay Order of PKR 10,000/- (Non-Refundable) as tender fees along with Technical Proposal (Local Bidders).

### **B) BID SECURITY (Local Bidders Only)**

The Tender should be accompanied a Pay Order payable (valid for 180 days from the date of tender opening) amounting **PKR 8,000,000.00** in the name of M/S PAKISTAN INTERNATIONAL AIRLINES as interest free Bid Security (Refundable). Bid Security shall be deposited in shape of pay order. Bid Security any other shape shall not be accepted. Bid Security/Performance Guarantee deposited against a running contract(s) purchase orders(s) shall not be transferable as Bid Security for any other tender. All tenders without Bid Security shall not be considered.

### **C) PERFORMANCE GUARANTEE /SECURITY DEPOSIT (Local Bidders Only)**

The successful bidder upon award of Contract / Purchase Order, shall be required to furnish performance guarantee/security deposit (Pay Order in original OR Bank Guarantee (Bank Guarantee shall be in form and substance acceptable to PIA, in original) in the amount equivalent to 10% of total bid value as interest free Security Deposit and to remain valid 3-months after the expiry period of the Contract.

**Note:** Bidders must claim their deposit refund (Bid Security/Performance Guarantee) within 180 days of the financial bid opening (if rates are higher side) or completion of contract period/project (in case awarded) or in case of any earlier termination. The time barred CRs (receipts)/refund cases shall not be processed.

**D) Instructions to Bidder(s)**

**PREPARATION OF TENDER**

**“Single Stage Two Envelope Basis”**

- i. The BID (Tender) submitted shall comprise of a single package containing two sealed envelopes, each envelope shall be marked and will contain “**TECHNICAL**” and “**FINANCIAL**” proposal.
- ii. On the given tender opening date only “**Technical Proposal**” will be opened in the presence of tenderers available.
- iii. The “**Financial Proposal**” shall be shown to the parties but will be retained with PIA without being opened.
- iv. After Technical Evaluation of the received Technical Proposals, Financial Proposals will be opened publicly at the date, time & venue to be announced and will be communicated to the bidders in advance.
- v. PIA will open the “Financial Proposals” publicly of the parties whose Technical Proposals have been found acceptable.
- vi. Financial Proposals of the technically not-acceptable bids shall be remained **un- opened** till the completion of tender process.

**E) PREPARATION OF TENDER - TECHNICAL PROPOSAL:**

All mandatory requirements are given in the schedule

Please give all the available technical details of the items offered by you, supported with the technical literature, brochure, drawings and pictures, client list details, authorization certificates etc.

BIDS / Tenders / Technical Proposal received shall be evaluated in accordance with the given technical specifications.

PIA’s requirements with Technical Specifications are given.

Bidders **MUST:**

- Be registered with Sales Tax Authorities & be on active tax payers list; please attach copy of Registration Certificate (Local Bidders Only).
- Quote Rates, GST, and other taxes separately.
- Bid on Prescribed Performa issued by PIA (Schedule A).
- Affix the company seal on all tender documents.

Mention clearly Tender Reference on **TOP RIGHT CORNER OF PROPERLY SEALED ENVELOPE,**  
**BEARING COMPANY’S STAMP**

**F) PREPARATION OF TENDER - FINANCIAL PROPOSAL**

The tenders should be enclosed in double cover. The inner cover should be sealed having enclosed the following documents:

- a) Original Pay Order for Bid Security.
- b) Undertaking on PKR 100/= above -judicial Stamp Paper duly signed and stamped by a Public Notary / Oath Commissioner (Local Bidders Only).
- c) The outer cover should bear address of the General Manager Contract Management, PIA SCM Building, Karachi Airport and reference number of the tender with opening date of tender.
- d) All information about the services /material proposed to be supplied must be given as required in the schedule to tender.

**G) PRICES**

- a) The Prices mentioned in the tender will be treated as firm and final till the completion of Purchase Order /Contract.
- b) The Prices must be stated both in words and figures. Additional information, if any must be linked with entries on the Schedule to Tender.
- c) Offers must be valid for 180 days.

**H) Duration of Contract**

The Agreement duration is initially for three (03) years starting from the agreement effective date and extendable for further two (02) terms of three (03) years each on same terms and conditions, subject PIA's requirements and mutual consent of the parties to the same in writing.

Yours Truly,

GM Contract Management  
Supply Chain Management  
PIA Head Office, Karachi.  
Ph: 021 9904 3081, 9904 4216  
Email: gm.cm@piac.aero  
contract.administration@piac.aero

# REQUEST FOR PROPOSAL

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Hiring of Call Centre Services for PIA

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## Statement of Purpose

Pakistan International Airlines Corporation (PIAC) is looking for a reputable firm having experience in Outsourced Call Center Operations Management for PIAC Call Center with necessary workforce and state of the art ICT infrastructure and facility to meet our global customer requirements on 24/7/365 basis for provisioning of Call Centre services.

## Objectives

The objectives of PIAC through outsourced model are:

- Minimal upfront costs, no maintenance or upgrade fees, and a “pay as you go” model, in order to keep total cost of ownership, low.
- The ease of provisioning and managing a Call Center which routes calls to agents regardless of their physical location.
- The ability to rapidly scale up and down and handle unexpected or fluctuating call volume quickly, without disrupting or changing infrastructure.
- Access to Latest Technologies and cutting edge features and the best communications tools available.
- Multi-Site synchronized operations, the sites must be able to act as backup site for each.
- Multi-Site Synchronization with Active-active sites for BCP/DR purposes. The load distribution for each site will be worked out later between PIA and selected bidder.
- Complete End to End solution is required from vendor from his own site

## Scope of Work

The Contractor must provide an effective solution in a cost beneficial way, keeping in view the specific information and needs of PIA. The Technical Proposal submitted in response to this RFP should clearly describe how the contractor will meet the needs of PIA.

The Contractor shall present a fully responsive written Technical Proposal to address the requirements defined in the following sections and explain approach to each requirement.

**The proposal must also identify any requirement the contractor cannot satisfy.**

Sufficient details should be included to demonstrate the contractor’s knowledge of the project and the ability to satisfy each requirement. Each Contractor can submit only one solution.

The number of Call Centre Agents / Operators may vary as per the requirements and may be further increased or decreased, as and when required by the Purchaser, at the unit rate quoted by the Contractor in financial sheet.

The Purchaser will seek services of Call Centre agents from the contractor for which the agent along with the infrastructure / seat shall be charged. The overall scope of the project will include:

- PIAC intends to have a *Call Centre* for reaching out and interacting its customers, the interaction may include inbound / outbound calls, helpline / complaint line with IVR facility,

provide outbound survey calls facility, SMS query and SMS broadcasting service (text and / or voice), pre-recorded calls / robot calls with response capture facility, etc.

- Provide a scalable solution that deals efficiently and effectively with inbound/outbound customer calls with identified capacity and lead generation
- Development of the necessary software/knowledge database on any platform but should be compatible with in-house applications of PIA.
- Incorporate CRM system that will seamlessly manage prospect and prospect conversion to customer accounts
- Workforce management with outstanding communication skills
- Development of management information system
- Data analysis and data mining for operational efficiency
- Provide the complete service of flight enquiry
- Provide the complete service of complaint handling
- Outsourcing of 24/7/365 Call Center services, initially with 200 agents (including inbound and outbound, and minimum 15 agents dedicated for Awards +Plus Desk at Call Centre) with scalability to 300.
- The bidder must enable Click to call feature. For the same the bidder must comply with exposing of Voice APIs for Call connectivity Service using Internet VoIP protocol where call will be connected to Call Center Agent / IVR from the PIAC web site as per regulatory compliance.
- The bidder must provide “Web Chat” service.
- An agent quoted on monthly basis would be assumed to have a 48 hours work week.
- The agents must be spread over three shifts.
- These agents can be reassigned in any shift with subject to call volume.
- Resource Engagement should be flexible and can be increased or decreased depending upon the seasonal/campaigns and other needs.
- Recording complaints and flight enquiries
- Escalating critical complaints to PIA designated staff.
- Carrying out customer satisfaction survey by calling back the passengers to get their feedback on flight and ticketing services.
- Maintaining a DR site for immediate switch over in case of service outage.
- Provide services in English, Urdu, Pushto, Punjabi, Sindhi & Balochi
- Call Centre Agents should be graduate, experienced, and should have positive attitude in handling calls professionally.
- Call Centres should offer a building block approach, which means additional functionality can be turned on or off as and when required.
- Use an effective approach to handle special telephone tasks like call transfers, taking messages, call backs, holds, interruptions, and unintentional disconnects.
- The total number of inbound calls is approx. 10-12K / day during normal operations and may vary up to 12-15K during peak session.
- Call abandon rate of no more than 5%.
- Service level of 90% of the calls answered in 30 second or less.
- Call drop at any time of services will lead to abandon rate either within 30 sec or after.
- Obtain and enter the required data in central database.
- The information system and data it contains will be the property of PIAC.
- The bidder shall provide the runtime visibility of CRM to PIAC.
- Service provider shall run the quality assurance program for the agents to maintain the high standards and up to date information for the agents.

- The bidder shall provide the detail project plan with technical and financial expertise.
- The bidder shall propose the project organization.
- The bidder shall propose the project team
- The bidder is required to start live operations of the Call Centre services within 45 days after the award of contract/agreement/LOI.
- The vendor will manage interaction with customers through assigned mediums of communication. This interaction with the customers will be on behalf of PIAC and as per the strict guidelines given to the contracted party.
- PIAC will retain the ownership of all / any data/ helpline numbers (UAN / Toll Free / Short code, etc.) / software source code of all complaint systems or similar products developed and reports and applications built or to be built by vendor as per the instructions of PIAC, including the source code of the said software applications along with the Intellectual Property Rights over such software applications. For this purpose, a Non-Disclosure Agreement (NDA) will be signed with the service provider / vendor upon award of contract.
- Able to block numbers of customers who wish to be placed in a „Do Not Call / SMS List“ as per the regulations of Pakistan Telecommunication Authority (PTA).
- Facility for requesting a call back and message recording option for the caller while on hold.
- Able to send out an automated / SMS and/or email to the Caller during call.
- Have an arrangement to send out fax/email/SMS to the caller / customer;
- The Contractor shall also be required to be technically competent in integrating with various line of business applications, running on open-source or SQL / ORACLE / similar platforms.
- The Contractor shall provide for a real-time monitoring tool to monitor the incoming / outgoing calls for each campaign, down to an agent level.
- Virtual Hold – Callback customer through Cube buster functionally (for abandoned calls)
- All the call abandoned during hold or for any reason will automatically dial out by dialer and offered to call back.
- Software for Broadcast SMS to Call Centre staff for any incident/updates required to send a broadcast message to overall Call Centre staff for any incident.
- Contractor must have CRM (licensed / in-house developed / open source) enabled software to record, process and maintain profiles of customers cohesively coupled with reporting module.

### **Functional Requirements**

The identification of functional information needs and related application systems have been approached by determining the essential requirement of the outsourcing of PIA Call Centre.

The Call Centre should be fully equipped with quality workforce and state of the art ICT infrastructure and facility to meet our global customer requirements on 24/7/365 basis for provisioning of Call Centre services.

It is also required to establish a Collaborative approach to Enhance and Uniform Customer Experience across all Interaction Channels - Inbound, Outbound, IVR, Fax, Chat and emails with inbuilt Quality Management and adopt long-term solution, which can meet today's and future needs of PIA. It must be capable of managing/handling calls regarding flight schedules, reservations, the frequent flyer program, travel advice, travel related, award plus etc.

Whenever the Purchaser so requires, any incoming call or SMS facility (white labeled short code SMS) may be converted to customer-pays-basis. Contractor would then be responsible for such a conversion, maintaining all monetary accounts for the revenue received, and transferring the amounts to the Purchaser. Government may appoint any Auditing Agency for external/internal audit of these. The Contractor would be required to cooperate with such an Auditing Agency.

### **Inbound Voice**

Inbound voice must be comprising of following:

- Handling reservation requests and general customer enquiries regarding flight details, fares etc.
- Agents should additionally be trained in up-selling and cross-selling. Articulate how the vendor will ensure capacity development and imparting these skills to the team.
- Help client to increase their conversion ratios and maximize their revenues. Vendors should articulate how this will be achieved.
- Skill-based routing of calls according to agent skills
- The calls being received against each campaign must have proper logs, tagging over the dashboard.
- Handling calls of Awards +Plus Members and should be able to provide general information pertaining to rules and policies of PIA Awards +Plus Program along with basic service pertaining to the Awards +Plus Member's Account

### **Outbound Voice**

Outbound voice must be comprising of following:

- Customer information delivery regarding change of flight status i.e. confirmation, reconfirmation, delay flight etc.
- If the number is engaged or not available, the call will be tried twice more, failing which it will be abandoned and the database shall be updated accordingly.
- Promotional Activities
- Market Research & Satisfaction Surveys

### **IVR Services**

IVR Services must be comprising of following Architecture

- Vendor should have the capability of developing in-house IVR recording and further changes
- Supports Open SIP based architecture
- Support Protocols like Voice XML, CCXML, and MRCP but not limited to concern.
- Capability of Drag and Drop menu shuffling
- Can be implemented on OFF THE SHELF HARDWARE
- Integration with PIA host and other system/applications. (HITIT, Award Plus, Flight Ops)
- Services included (but not limited to)
  - Turn key solution for providing end-to-end IVR E-Ticketing transaction facility through integration with PIA Reservation System
  - Flight Inquiries, Flight Reservations
  - E-Ticketing - Credit Cards

- E-Ticketing via IVR, CRM - Sales CentreReservation Inquiry
- Refunds, Cancellations Processing by registering complaints through IVR forwarded to concerned department, follow-up should be conducted.
- Transfer to Customer Service Representative
- Identification and verification of PIA Awards +Plus Members and their tier status
- Provide priority service/less wait time depending on the Tier of the Awards +Plus Member

### **Call Recording Facility**

Call Recording Facility must be comprising of following:

- Should support IP Based recording
- Each call to be recorded in a digitized format.
- The recording to be stored in a database accessible to purchaser 24/7.
- Secure and encrypted voice calls
- Quality Manager for agent evaluations
- Multiple search criteria
- Recording and real time monitoring of calls for performance management and problem resolution
- 100% network voice recordings to be maintained for 18 months and 20% screen capture to be maintained for 60 days respectively

### **SMS (Push / Pull / One-way / Two-way interaction)**

The Contractor or the third party hired by the Contractor for such services must have direct access to the SMS gateways and/or SMSCs of all the Cellular Mobile Operators (CMOs) in Pakistan and must have an experience in sending and receiving SMS (text and voice) through these CMOs via SLAs as per PTA's regulations.

All features associated with efficiently sending, receiving and tracking delivery of SMS messages on a mass scale are required such as:

- Integrated auto-SMS generation for information related to change in flight schedule, cancellation of flight and awards miles balance etc.
- Provisioning of real time SMS alerts for customers
- International SMS gateway capability. Masking where available would be required.
- Follow up SMS for inbound Call Centre customers
- Should be capable of sending one thousand (1000) or more SMS messages per second.
- Vendor will provide 24/7 services for transmitting/ broadcast Short Message Service (SMS) for promotional and flight information intimation to our domestic and international customers.
- SMS can be sent in a PUSH system or by a PULL system where customers may inquire certain information by sending an SMS to a number (long / short code) within the system (shall vary from campaign to campaign) and/or customers would reply to the SMS sent.
- Each SMS message sent to the customer will be of the standard 160 characters limit; beyond this limit an additional SMS would be sent. SMS portal should allow to send text-based Short Messages (supporting both English & Urdu) from a web based interface to multiple mobile subscribers. The key features required are as follows:

### **Key Features**

- Multiple user login accounts
- Bilingual (English & Urdu) SMS support via standard computer keyboard.
- API Connectivity (Password & IP Protective remote automated SMS)
- Searchable broadcast log (Instant, Bulk, Scheduled etc.)
- SMS Broadcast Scheduler for contact(s) or group(s) on daily, weekly or as per choice.
- The Contractor or the third party hired for rendering SMS aggregation (PUSH / PULL) services must be able to provide for short code extensions for using one short code for multiple purposes within a campaign. For instance, a short code 7422 may be used for communicating with customers as 74221 for one survey and 74222 for another.
- Able to send the SMS duly masked by a character / phrase / digits as the need may be as per PTA regulation.
- Facility to send and receive the SMS in any of the preferred languages, with and /or without roman script, as the need may be.
- Able to identify, filter and block obnoxious numbers as per the detailed SOP for the concerned campaign / department and as per the regulations enforced by the Pakistan Telecommunication Authority from time to time.
- Capable of queuing the messages in case of traffic overload at the cell phone operator, and continuously attempt to re-send / receive and empty the queue in case of a blockage. The queue must be emptied at least once in every 24 hours.
- Must be able to capture delivery and non-delivery reports (reasons for non-delivery; invalid number, mobile switched off, busy, out of reach, etc.) for each SMS being sent out.
- Capable of receiving survey responses and storing the results automatically in a database. Survey may contain different questions for each of the department or category within a department or campaign.
- The system should be capable of handling the corresponding different discrete (1, 2, yes, no, etc.) and textual responses (textual contents in roman or non-roman script) and analyze the same with text analytics in place.
- Purchaser might require that the message-sender (customer) be charged a fee for each SMS message (other than the regular SMS charges borne by the customer as enforced by his service provider's tariff). In such a scenario, the Contractor will be responsible not only for maintaining the accounts for receipts but also would be responsible to ensure that the revenue (if any) earned from a PULL / PUSH SMS system as agreed and instructed by the Purchaser is transferred to the Purchaser.
- The Contractor would have no right whatsoever on such revenues unless specifically authorized by the Purchaser.
- Unless specified by the Purchaser all SMS sent by any customer to any of such short code(s) would be at the normal rate as per the customer's tariff, with no extra charges.

## **Complaint Management System (CMS)**

Complaint Management System (CMS) must be comprising of following:

- Provide the complete service of complaint handling right from receiving of complaint which will land directly via android /IOS application, initial filtration department wise follow-up of same and proper closure of the complaint through concerned department /Division. The application should be capable to integrate with HITIT and ORACLE, etc.
- Required Training (familiarization with PIA operations and processes) of complaint handlers will be responsibility of PIA.
- Monthly presentation in the boardroom regarding complaint handling /settlement trend to be presented by service provider.
- Quarterly, recommendation to the airline for corrective measures to improve the complaint settlement within stipulated parameters to be implemented by service providers.

## **Training**

The contractor shall arrange and undertake a comprehensive training program for their own staff/managers and must be ensure that they shall acquire a good working knowledge of the operation. In case of non-compliance with instructions, non- cooperation or other difficulties experienced by the contractor with regard to any of these personnel, the contractor shall apprise the client and proceed to implement suitable remedial measures after consultation with them.

## **Regional Language Call Centre Services**

Regional Language Call Centre Services must be comprising of following:

- Multi lingual inbound/outbound CSRs especially proficient in Pushto, Sindhi, Balochi, Panjabi etc.

## **System Integrations**

The Call Centre will be integrated with PIAC existing systems, functions and applications.

### **Reservation System Integration**

- Integration of ACD with PIA Reservation, Flight Information & Loyalty Program.
- Integration of IVR with PIA Reservation, Flight Information & Loyalty Program.
- Integration of CTI with PIA Reservation, Flight Information & Loyalty Program.
- Integration of CRM with PIA Reservation, Flight Information & Loyalty Program. Online changes in reservation and auto-refund must be enabled and included in the scope of integration.
- Integration with Payment Gateway, Provide PCI complaint integration with Credit card payment gateway. Real time 3DS verification must be enabled on the Payment Gateway. Acceptance of 3DS pin code must be implemented.

- Integration with complete ticketing functions of PIA Reservation for ticket issuance on credit card and allied programs like discount partners and 1Link. Enablement of ticket reissuances through call center for voluntary (with additional collection) and involuntary flight schedule changes.

### **Online Ticketing Support**

Online Ticketing Support must be comprising of following:

PIA will extend its payment gateway to selected bidder for online web ticketing payment through Credit Cards essential for payment validation and generation of system alerts.

Credit Card verification and generating system alerts. PIA will extend its payment gateway to selected bidder for online web ticketing payment through Credit Cards.

Payment should be collected from customers Credit Cards through IVR.

Enable the IVR payment to retrieve temporary bookings and process ticket issuance as per applicable fares and e-ticketing policies.

Able to retrieve temporary bookings in order to make them purchase through IVR payment gateway.

All scenarios of involuntary changes and voluntary changes must be catered by the automated changes functionality module. Functionality of AER for in vol. & Vol. Cases must be included.

### **Baggage Tracking**

Baggage Tracking Call Centre must be comprising of following:

- PIA is already using HITIT services for baggage tracking and will extend the service API or Terminal access to selected bidder.
- Inbound calls handling with a high level of passengers empathy and diffuse potential customers complaints
- Outbound call to efficient contact customers when baggage located and is ready for delivery
- Customer database management for pre/post baggage tracking

### **Frequent Flyer Program Management**

Frequent Flyer Program Management must be comprising of following:

- Handle Frequent Flyer program back-office functions
- Application / Form Processing
- Document Management and Workflow
- Data Capture, Verification, Cleansing and Exception
- Risk / Fraud Review
- Database Updates and Maintenance
- New Enrolment Online
- Missing Miles Request Online



- Redemption Request Online
- Digital identification will be required to identify the frequent flyer.
- APIs of our current FFP application will be extended to the selected bidder for integration.
- Any other added features

### **Web & Mobile Ticketing**

- Troubleshooting of web & mobile ticketing related issues through support teams.
- Ensure close coordination with customers holding web & mobiles tickets for routine communication such as changes in flight schedule etc.
- Handling of Web & Mobile ticketing queries/e-mails.
- All other existing functions of Call Center actioned for Web & Mobile ticketing.
- Definition of escalation matrix for technical issues.

### **Marketing Promotions & Campaign Management**

Marketing Promotions & Campaign Management must be comprising of following:

- Database Creation, Cleansing and Management
- Direct Mail Services
- Outbound Call Campaigns with reference to seasonal peaks and valleys
- Follow up with customers to offer discounts or promotions for booking a new flight and rewards program memberships

### **Special promotions**

Parametrization of applicable sales promotions posted on-line with system interface.

- PIA Branch / Cash Offices locations, Sales Centre working hour
- Travel Agent connectivity
- Awards Plus Program
- Information availability in regional languages i.e. Pashto, Sindhi etc.

### **Social Media Platforms**

Software for social Media platform for Call Centre staff required to reply on customer Facebook & Twitter comments related to service/experience.

- Provide Social Media strategy for Contract Centre
- Provide support for PIA Mobile Engagement Apps
- Provide support for PIA Online Channels. Troubleshooting of 2FA ,Refund queries

Integrating with various line of business applications, running on open-source or SQL / ORACLE / similar platforms.

### **Technology Requirements**

PIA is currently using mainly HITIT application for central reservation and ORACLE based ERP. Other related application details should only be provided to selected bidder.

## **New Technology**

The system should be designed in such a way as to easily allow the incorporation of new technologies, as they become available. The Contractor should provide a full schematic diagram with details of all Hardware and Software proposed.

## **Hardware**

The solution must be redundant, reliable and consistently available to allow uninterrupted 24x7 operations. The Contractor should take into consideration the areas of performance and scalability, reliability and fault tolerance while recommending Server configurations.

## **Software and Ad-on**

Software cost with Ad-on required to support/manage/run the helpdesk, complaint line, outbound survey line, including but not limited to online data entry applications integrated with SMS, automated outgoing calls and operator calls solutions, Reports, dashboards with live stats, complaint management system, bulk SMS applications with customized and random messaging options, etc.

## **Disaster and Data Protection Management**

Disaster and Data Protection Management must be comprising of following:

- Data center should be Tier 3 as defined under TIA942 standards
- Hardware and Software based data security i.e. encryption etc.
- Hardware and Software data security management to ensure data is inaccessible to unauthorized personnel
- Ensure data integrity and confirming procedures to nullify events leading to data corruption
- Voice, data, first and Second level backup
- 24 hour on-call internal I.T. staff
- 24 hour emergency service contracts with all technology solutions
- Virtual agents program
- Network Data security
- PIA's Emergency Response Planning software, a contingency planning software has to be integrated.
- Power System Uptime of 99.9%
- Call System Uptime of 99.9%

## **Specification for PIA Inbound Contact Centre**

General Features of the Application

### **ACD/PABX**

### **User Right Management**

- User Groups (Agent/Team Leaders/ Manager/Head/Custom)
- User/Group base role and privilege
- Workgroup Management for users and admin up to city / group / product wise

## Telephony Features

- The offered system shall not guarantee a busy tone after the call has terminated at the customer contact centre. Customers must have the ability to hear pre-programmed or pre-recorded messages / music and others.
- System shall be able to capture CLI and DNIS
- It is intended to use the Interactive Voice Response system (IVR) to effectively route incoming calls to a selected group of CSRs to meet the specific needs of the customer by selection of appropriate options.
- If the queue limit has been exceeded, a new incoming call into that queue will be played a user configurable DRAN and the caller will be given a choice whether to hold or discontinue or auto move to 2nd call
- Incoming calls to the Contract Centre, by any or all of the access schemes shall be by default distributed to the most appropriate and longest waiting CSR, or depending upon the routing strategy applied at the CTI level.
- The system shall have a Tele-Scripting tool along with automated outbound dialer.
- Tele-scripts will enable the programmer/developer to create customized scripts, which are executed by the management, to send out a broadcast message to all staff member in case of any critical situation.
- The ACD system should support call recording, storage and analysis for all incoming/outgoing calls.
- The ACD system should support CSR group family.
- The offered system should be capable of Inbound and Outbound Call Processing.
- Blended call processing (Inbound and Outbound)
- The offered ACD system should be capable of fully integrated with the voice logging system, IVR and CTI
- Automatic connect feature shall be available for headset users.
- The offered system shall support skill-based routing, and shall allow a CSR to be a member of any number of ACD groups simultaneously.
- The offered system shall be able to segment the CSR pool into smaller groups based on specific skill sets (Language skills, Experience level products, knowledge, proficiency, priority etc.
- The skill-sets attribute and associated assignments shall be user definable and configurable.
- The telephone system should allow for conferences with third parties outside the Customer Contact.
- The system shall start data collection from the moment the call centre the ACD (Automatic Call Distributor) till the call is terminated.
- The statistical data collected should be capable of tracing the call through the entire call flow within the system
- The system should provide abandoned call statistics.
- All statistical call data must be time and date logged.

- The system shall have the facility to export the statistical data to other applications (e.g. Windows) for user specific requirements, or shall support report-generating tools.
- The ACD system's management reporting capabilities should include real-time system, group, CSR, trunk reporting as well as cumulative activity reports and user defined Customized reporting.
- Individual supervisors/managers should have access to their own group or other groups, or complete Customer Contact Centre report based on access security level, also full Audit Trial Reports should be generated. Report format should be provided after completion of selection process.
- The queue must have music on hold
- The longest waiting time given the highest priority
- Reserving CSR as soon as one become available
- Queuing statistic-real time screen based information. The screen should display, queuing/service KPIs, Call in queue, longest call duration, etc.
- Abandoned calls in queues must be cleared automatically from the system and ACD ports released
- In case of the outage of CTI or the IVR, the ACD should be able to process the calls to the agents.
- The switch must be able to support IP environment.
- Complete soft phones with Inbound and Outbound capability.
- Support to transfer the calls to the IVR at any specified location where particular commentary can be run
- The system should provide the status console for the agent showing their KPI's

### **CRM connectivity**

- The system should also log all agent activities
- The system should also support supervisory screens
- The Agent should be able to define his Call back list. If any call drops due to some reason agent can mark a disposition of "Call Back". System should automatically dial the number when agent is on idle state.

### **Queue Management**

Options for Multiple Music on Hold

### **Interactive Voice Response (IVR)**

- The proposed system shall have an open SIP based architecture design.
- The proposed system shall be easily scalable to handle larger number of calls. Please explain how many ports each box can handle without compromising on performance
- The system will support diagnostic programs to detect a fault in system hardware and software
- When a call is routed to IVR, the system shall prompt the caller with a user recorded greetings and give an option to select a language (the system should have Urdu and English bilingual the caller selected).
- After selecting the language all IVR prompts will be played in the language the caller selected.
- The IVR shall repeat the message again if the caller has not responded to the IVR system prompt. Message repeat time, number of times and action thereafter shall be user programmable.

- An error message will be played by the IVR system in the case of the caller entering an invalid entry.
- The system should provide a GUI utility to customize the voice prompts/recording following system parameters to meet operational requirements.
- The IVR shall have a comprehensive statistics and reporting feature to collect and store call data.
- The system shall maintain statistics of each step of the call, from the time the call enters the IVR till the time that the call is released from the IVR.
- The system shall provide and maintain statistical data related to system performance and call activities such as but not limited to:
  - Number of calls per port per day,
  - Total calls per hour,
  - Average call Duration, Number
- The proposed system shall support a report generation tool, to create and design customer specification
- The agent should be able to transfer a call into a specific area of IVR.
- The system should provide sufficient levels of Audit Control
- Text to speech feature should be provided as an option (i.e. complete text such as: digits or Name)

### **CTI Requirements**

- The CTI server should support integration with any Agent software module like CRM
- Soft Phone support is mandatory
- The system should be able to provide enough information to the Agent application for customer
- The system should be able to provide instantaneous Telephone Call and Software Screen for the agent.
- The CTI should be able to control all the routing
- Complete Agent Matrix should be available at CTI
- The system should support unlimited number of Queues
- It should be able to integrate with the voice recording solution
- The system should provide both Inbound and Outbound support
- The system should support preview dialing
- The system should support Predictive dialing
- The system should also support blended option
- It should have a solution for managing emails, web-chat, etc.
- The system should have a GUI interface for skill, Queue and routing management. Business Based/Data Driven Routing is a must feature.
- Unauthorized access to the system should be denied.
- Unauthorized access to the system should be logged.
- The CTI should provide complete audit trail reports especially for Call Centre user-end point of view. We need log for every fail attempt of PIN generation so that reason can be identified without IT support. Where PIN is required for FFP customers only, it should be generated or reset through phone dialer and call centre application record. It should be automatically updated within PIA FFP database.
- There should be a mechanism for Data backup and restore of the CTI server.
- Deliver Data information at the same time as the voice call.

- The CTI solution must have the ability to screen pop based on caller entered digit, network information, (CLI, DNIS) data passed from IVR etc.
- Synchronized call transfer, conference, consult person to person IVR to person
- Skill-based routing or any function based multi-tier skill set.
- Routing Engine should be a GUI based
- The offered system shall be WEB enabled, based on thin clients and support e-mails integration.
- The system should have the capability to handle multimedia interactions.

### **Voice Recorder**

- All the agent work stations need to be recorded.
- The Voice recordings should be available online
- Must be able to switch voice recording on and off on the lines.
- All the outbound calls should be recorded.
- All the PIAC specific transactions should be recorded with separate tags.
- Call recordings to be stored and be accessible over the web for immediate playback for the PIAC for a minimum period of 18 months after which they will be transferred to the Purchaser.
  - The system should allow the capability to manage the voice files and there periodic deletion.
- Recording parameters should be configurable.
- There should be an exhaustive module for play back and search.
- The files should be stored securely.
- Any unauthorized access should be denied and logged.
- The system should provide complete audit trail of all the activities performed.
- There should be a comprehensive Backup and Restore procedure.
- The system should be scalable to cope with future increase of lines
- The system should be capable for handling IP based recordings.
- Retrieve calls using a variety of search criteria including but not limited to:
  - CLI
  - Duration of Call
  - Station ID / DN
  - Agent ID
  - Date/Time
- Export recordings to other media including:
  - DVD
  - CD
  - Audio File
- Huge recording capabilities so that call centre team should need to maintain the Archival process
- Recording Searching Criteria
  - Searches from Start to End Date (Month/Day/Year)
  - Search from Start Time to End Time (hh:mm)-24 Hour format
  - Agent ID
  - Service/Campaign
  - Workgroup
  - Calling Party Number
  - Called Party Number
  - DN Number/ Station Number

- Separate Download Recording file option.
- Call Centre Management

Call Centre Management must be comprises of following:

Currently PIA consists of a total head count of 200+ employees. The breakup is mentioned below:

Area of Work	Number of
Operations Manager	1
Supervisors	3
Team Leaders	9
QA/Training/WFM/MIS	6
Agents (Inbound, Outbound and Award Plus)	167
Human Resources	1
Admin	1
System Administration	4
Support Staff	8
<b>Total</b>	<b>200</b>

- Financial proposal should contain costing for all headers mentioned under Call Centre parameter
- Vendor should share a plan as how will transition of operation to take place, including hiring of team, training of CSRs, policies documentation etc. The plan should have details around every aspect with time mentioned accordingly
- Each outbound call shall be billed on a 30 second pulse basis, as per the agreement between the Purchaser and the Vendor from campaign to campaign or within a campaign from service to service.
- Vendor should explain in detail how will they ensure recruitment and retention in order to maintain SLA throughout the contract period
- Forecasting of volume of calls and additional resources requirement
- Vendors will be responsible for all administrative items, office supplies, printers, scanners, fixtures, general consumption items (water, tea, etc.)
- Costing should include facilities like Transport, medical, incentives, bonus, salaries etc. for each header
- How will vendor cater to counseling, evaluations, feedback and warnings etc.
- How will vendor respond to financial shortfall due to agent's mistakes

### **Service Level Agreement**

Vendor to explain how they will ensure below SLA are met:

- 10k-12k inbound calls with 90% of calls answered within 30 seconds
- SMS for all affected flights to be action within 15mins
- Share experiences of handling tough situation while managing call centre in last 3 years
- Speed of answer by IVR to be within 3 seconds.
- Wait time for the customer on the hold must not exceed 3 minutes in any case.
- Call-handling: All reservation related queries should be handled by CSRs
- Delay before abandon: Call should be answered before 30 seconds
- Percentage of calls abandoned must not more than 5%
- Average time in queue should be able to answer before 30 seconds.
- However, in case of violations of above metrics there will be penalties defined in the SLA.

### **Web Interaction and online customer support**

Web Interaction and online customer support must be comprising of following:

- Auto responders and complete history of past emails to and from customers
- Provide support for chat window on the PIA website.
- Provide functionality on PIA website for call-back service
- Interaction on social media such as Twitter, Facebook and related websites for PIA customer comments related to service / experience
- Personalize and immersive customer experience through use of multiple futuristic online interaction channels.
- Web chat module at PIA website and mobile application API will be extended to selected bidder.

### **Upgrade and System Maintenance**

Upgrade and System Maintenance must be comprising of following:

- How will vendor handle parallel upgrade for existing system
- What is the estimated deployment time for upgrade and plan for smooth transition to new system
- Contractor has to provide implementation experience of parallel upgraded call centre system
- Sample schedule of preventive maintenance, all maintenance activities shall be carried out with 0 or minimum downtime.

### **Work force Management**

Work force Management must be comprising of following:

- Forecast the volume of calls (or other interaction)
- Workforce management (WFM) to schedule the optimal number of agents to meet targets
- Planning agent breaks, training classes, planned vacations and unplanned sickness
- Service requirements / needs, report and forecast with applicable employment laws, rules and regulations
- WFM forecasts and comparison to actual figures and make corrections as needed.



- Contractor would sign a Non-Disclosure Agreement (NDA) with the Purchaser. Each employee of the contractor, who is deployed on this project, shall be bound not to share any information / data with any other third party or person other than the Purchaser or the Contractor.
- Based on campaign requirements, the employees / call centre agents / other staff deployed on this project may first be cleared by the Purchaser.
- The Purchaser holds the right for conducting a criminal/NADRA/other check through the Special Branch / Police or other law enforcement agencies, if the need may be.
- Call Centre Reports

### **Executive Dashboard**

Online configurable Executive Dashboards are required for executive management. Dashboard data should be displayed Campaign/ Team/ location/ service wise etc. Executive Management, Team Leader, Team Manager, Call Centre Manager can send a message directly to any agent screen while sitting Dashboard screens should reflect data:

- Total agents logged-in at a time in a particular team.
- Status of each agent i.e. IDLE/On-call/ACW/Aux (should reflect AUX reason)
- Should reflect all the agents in a team with their names and ID"s along with current status

### **Performance Reports**

Call Centre Reports must be comprising of following:

System should have the capability of producing new and customize online reports. Vendor shall provide all below mentioned reports online on a web interface, which are mandatory reports and binding for contractor to provide. Additional report can be added at any stage of time during the course of contract.

Individually Agent Reports with complete calling details i.e. Total No. of calls made, Total Aux time, Total Occupancy, Attendance, Login-Logout report, Hold Time, ATT, AHT, ACW, Response, Abandoned by agent etc.

- Team Wise Reports with above mentioned statistic
- Detailed and summarized reports according to business requirements can be generated.
- Option to Print selected pages from Report and for export on excel as well
- All the reports should easily be exportable in Excel format
- Reports required on Complete Staff Data
- Attendance Report
- Reporting through different Channel (Emails/Web based Reports/SMS Text Messaging)
- Complete real time view of all channels on recording with name and current status i.e. recording status (Enable/Disable), Station (IDLE/Busy)
- Monitoring tool should be capable to restrict TL"s to view their own team only.
- Quality team, Team Manager, Unit Manager, Administration can have rights to view all channels
- Live calls can be listening with the Monitoring tool.
- Sniffing (Complete Sniffing functions required)
- Bridging (Complete functionalities required)

## Agent Based Reports

- Agent Performance
- Critical Incident Analysis
- Comprehensive Centre Report
- Schedule Changes
- Seats Cancellation Report
- Monthly SMS Report (Flight Cancellation, Delays etc.)
- Awards Plus Monthly Analysis
- Complete Agent-wise Reports.
- Complete Team-wise Reports.
- Overall Call centre Service Level reports
- Report which reflects individual inbound agent performance and its impacts on overall service level.
- Agent wise complete Call Reports (Detail CDR)
- Team/Group wise agent Reports.
- Graphics Reports (Histogram)
- Agent Login Report (Including agent profile details) this report enable you to find out all the agents login time at the start of the day or any user defined customized report.
- Calls made by an agent during a Day/Hour/Month.
- Calls record of a specific agent(s) for a particular span of time and date.
- Disposition code summary action code updated by an agent through a service.
- Successful and attempted calls report
- Agent wise call duration report (Graphically)
- ACW Reports
- AUX Code punching report agent wise.

## Wallboard

- As per business requirements there should be at least 3 views available for Wallboard for different locations. A separate database should be designed containing agents' demographic which will be connected with main software. There should be multiple screens available with different formats changing according to pre-defined data like:
  - Individual Agent Performance Screen
  - Overall Agent Status Screen
  - Screens reflecting new and current Queues
  - Screens should be change according to defined periodic Sample Design of Wallboard screens can be provided if required
- There should be a designer tool for wallboard screens for call centre administration that can design screens according to requirement or make changes when required.

## Customize Reporting tool

Reporting tool shall be provided which can be used to create customized reports. Excel based report will not acceptable. Contractor must have to provide proper tool for reporting.

## **Alerts and Audit Logs Management**

The alert system is required to make sure that every activity like any down time especially for any recording channel/extension, IVR channel down or any other component of system

- Online access to all recorded calls is mandatory.
- Alerts are required to populate telephony data like if there are calls in queue an Alert must be raised and forward.
- If there is some certain service level down then alerts raise to management
- All these alerts should be through Email, SMS etc.

**Summary of Requirements**

Item Type	Description
Inbound Services	Handling passenger queries regarding reservations, confirmations, reconfirmations, flight schedule updates, fares, Frequent Flyer program, Business Class, etc. agents are also required to be trained in modern CRM techniques.
Outbound Services	Furnish information to passenger regarding flight status i.e. schedule change, cancellations etc.
Call Management	Transfer of calls in accordance with CSR level of expertise and passenger data.
Interactive Voice Response (IVR) based E- Ticketing	Complete reservations, pay using credit cards through a secure gateway and instantly receive e-Tickets via e-mail.
Complaint Management System (CMS)	Provide the complete service of complaint handling right from receiving of complaint which will land directly via android /IOS application, initial filtration department wise follow-up of same and proper closure of the complaint through concerned department /Division.
Customer Behavior and Trend Analysis	Data modeling to analyze passenger query pattern and estimation for future demand. Generate overall activity and performance analysis reports for management reporting and promotional campaigns.
Frequent Flyer Program Management	<ul style="list-style-type: none"> <li>• Application/Form Processing</li> <li>• Document Management and Workflow</li> <li>• New Enrollment Online</li> <li>• Missing Miles Request Online</li> <li>• Redemption Request Online</li> </ul>

Web & Mobile Ticketing	<ul style="list-style-type: none"> <li>• Troubleshooting of web &amp; mobile ticketing related issues through support teams.</li> <li>• Ensure close coordination with customers holding web &amp; Mobile tickets for routine communication such as changes in flight schedule etc.</li> <li>• Handling of Web &amp; Mobile Ticketing queries/e- mails. Escalation matrix for resolving technical issues.</li> </ul>
Marketing Promotions and Campaign Management	<p>Communication of new travel products to passenger such as flights, promotional fares launched by PIA. Outbound Call Campaigns respond analysis and reporting. Campaign pricing to be mentioned for Robo Call with 10 campaigns / year.</p> <p><b>Does Linkage of existing promotions with agent GUI exist?</b></p>
SMS (Push / Pull / One-way / Two-way interaction):	<p>The Contractor or the third party hired by the Contractor for such services must have direct access to the SMS gateways and/or SMSCs of all the Cellular Mobile Operators (CMOs) in Pakistan and must have an experience in sending and receiving SMS (text and voice) through these CMOs via SLAs as per PTA's regulations.</p>
Maintaining PIAC Short Code	<p>PIAC communication (calls and SMS) are masked through a short code 7422 and PIAC is a CVAS license holder from PTA and hold the short code in its name. The vendor will ensure that the customer should be able to conveniently inquire about flight schedules, check seat availability, make a reservation, or check your Awards Plus miles on his mobile with a single SMS.</p>
Call Recording Facility	<p>Recording and round the clock, real time call screening for service level quality management.</p>
Work Force Management	<p>Workforce management software to predict call volume and accordingly peak/non-peak hours CSRs utilization to increase seat selling through cross-selling and up-selling Support.</p>
Disaster and Data Protection Management	<p>Coordination and synchronization with PIA system. Management of backup processes to ascertain that operation run as per schedule and that data is securely backed up and recoverable.</p>

Web interaction and Online Customer Support	Interaction with customers through web including email, chat window and social media for PIA customer comments related to service / experience, customer relationship building and pattern analysis.  Capability to generate email request for refund , name change to CRC and failed Credit card Payment
Click to Call	Web based call connectivity with PIAC Call Center/IVR from PIAC Website using Internet VoIP protocol
Call Centre Management	Overall Call Centre facility, system and personnel management.
Data Security	Hardware & Software data security management to ensure data is un-accessible to unauthorized personnel. Ensure data integrity and conforming procedures to nullify events leading to data corruption. Data centre should be Tier 3 as defined under TIA942 standards
Mobile Communication	Real-time SMS alerts generation to passenger on network wide basis. Provision of services in accordance with future mobile technology.
Online Ticketing Support	Credit Card verification and generating System alerts.
Baggage Tracking Call Centre	Tracking baggage handling and lost and found queries through Call Centre.
Regional Language Call Centre Services	Delivery of customer services in regional languages such as Sindhi, Pashto, etc.
Complaint Management System	Fully automated CMS with built in auto escalation capability. System shall be integrated with SMS & E-mail system and with any other system which PIA desires.
Training Facility	Training Facilities to train the staff of contractor as the Contractor will be responsible for training of its staff and supervisors.
Any other features to be added in future	

## **Implementation Plan**

As part of its proposal, the Contractor must submit an Implementation Strategy and plan which caters for the following, to be performed by the Contractor:

- Availability of Call Centre Facilities with the complete hardware and infrastructure requirement according to PIA need.
- Installation of all supplied software,
- Progress reporting (on a weekly basis) on the Contractor's activities.
- Quality Assurance for Contractor related activities.
- Any other tasks required in successful delivery of the supplied products and services.

A detailed comprehensive project plan is to be prepared by Contractor and submitted as a part of the proposal. The plan shall be mutually approved and incorporated as part of contract and reviewed at regular intervals.

The Contractor must submit a detailed project organization structure identifying, by name, the specific individuals who would be assigned different tasks of this project.

A personnel roster containing detailed responsibilities of the contractor's staff who shall be assigned to perform duties or services under the contract should be provided.

The Contractor shall be contractually bound to maintain the proposed team dedicated to the PIA project with the exception of a staff member leaving the Contractor organization.

**Project Quality Management:** In its proposal, the Contractor must describe its approach for assuring the quality of their deliverables. The proposal must demonstrate an understanding of the contractor's ultimate responsibility for quality and define a comprehensive set of reasonable and effective practices for fulfilling that responsibility.

**Problem Resolution:** The Contractor and PIA will cooperate to resolve any problem. PIA will prioritize and report problems in a written format. The Contractor shall track these problems to closure and report their status. The Contractor shall evaluate each reported problem, estimate the time needed to resolve the problem, identify potential impacts on the system and the project, and report to PIA. If PIA decides to proceed, the Contractor shall resolve the problem according to its assigned priority.

## **Hardware**

The Contractor must evaluate and prepare an appropriate configuration to run the Call Centre.

- Contractor should submit details of the proposed configuration, including layout diagram detailing model designation(s), memory size, number of CPUs, type of drives with capacity and counts.
- The offered solution should comply with Integration standard mechanics and latest technology trends.
- The solution should be scalable, both horizontally and vertically.
- All software required for clustering of servers and implementation of DRP should be included in the solution.
- It should remain capable of being supported, upgraded and extended by the Contractor during this period.

- Contractor should provide information on warranties on the equipment and any options regarding warranty extension.
- A Disaster Recovery (DR) design should be provided which provides a seamless, pragmatic DR process.

### **Documentation**

As part of its Technical Proposal, the Contractor must describe the level and types of documentation that will be delivered.

Two complete hardcopy sets of documentation for all Contractor supplied components for this Project must be furnished, in addition to softcopies on CDs.

The manuals should feature clear organization of content, easy to understand language, useful graphic presentations, and a thorough index and glossary. These will be under the following categories:

- Draft Contract (SLA)
- Signing of Contract
- Project Charter Document including Detailed Project Plan
- Fortnightly Progress Report
- Status of Project Issues List, this should be updated weekly during the project duration
- Certificate upon Successful Installation of Hardware
- Solutions Design Document
- Training Manuals and Exercise Guides
- Go-Live Certificate
- Detailed Plan after Go Live
- Project Completion Report and Certificate

This list may not necessarily be comprehensive or exhaustive Hence, bidders are free to suggest additional deliverables, if necessary.

All deliverables must be clearly defined and connected with timelines. Proposed Timeline by vendors may change at the time of finalization of agreement between the selected bidder and Pakistan International Airlines Corporation.

Copies of all licenses, warranties, maintenance agreements and similar materials for all Contractor delivered components of the project must be furnished separately.

### **Training**

The contractor shall arrange and undertake a comprehensive training program for their own staff/managers and must be ensure that they shall acquire a good working knowledge of the operation. In case of non-compliance with instructions, non-cooperation or other difficulties experienced by the contractor with regard to any of these personnel, the contractor shall apprise the client and proceed to implement suitable remedial measures after consultation with them.

As part of the proposal, the Contractor must describe in detail its approach to meeting the training requirements for each staff. The description must include methods proposed to deliver both training and material. The Contractor should describe the general content of all training materials, training courses, and documentation proposed.



### **Version and Upgrades**

- Contractor must ensure that all software are duly licensed for the purpose of outsourcing of PIA Call Centre. These are to be of latest version and Contractor must ensure up-gradation of all software material during the warranty period and as part of after-warranty maintenance support, without any additional cost to PIAC.
- During the implementation and subsequent rollout, the Contractor would be responsible to arrange free version upgrades of all components under its responsibility. Contractor must ensure that all components are of the latest release and that the total solution is certified by the Contractor for completeness.

**Tender Eligibility Criteria**

Sr No	Criteria	Eligibility (YES/ NO)	Evidence Reference
1	Firm should have branded Call Center solution, providing minimum 300 seats operational in 02 cities in Karachi and at least one at either at Lahore, or Islamabad, hosted in their own premises / offices.		
2	Firm should have three years proven history of providing call Centre services from their premises (a wide spectrum of contact Centre services including but not limited to Voice, Robot Calls, Web Chat, WhatsApp, SMS, MMS, Fax, Email, e-marketing etc.) with in-depth intelligent reporting to be managed in-house.		
3	Firm should already be providing the Call Centre services to at least 15 customers that includes 03 active customers from Public Sector within Pakistan which includes running Call Center of aviation industry		
4	Comply with complete “Scope of Services”		
5	Firm must have a valid registration with relevant allied agencies / organizations / regulatory authorities (PTA, PSEB etc.);		
6	Firm must have the required relevant qualified personnel and enough strength to fulfill the requirement of assignment, including a technical and operational team available for support 24 hours a day, 7 days a week, throughout the year; a client services team with experienced project managers handling the client requirements. Lead project / client services manager must at least 5 years of experience in client management.		
7	Firm should be established, trusted and has security policies in place to assure against data loss and theft, and strategies in place to deal with business continuity and data recovery.		
8	Firm must have a verifiable recommendation letter from each		

	client served and must also have verifiable recommendation letter(s) from the client(s) referred to, in the bid;		
9	Firm or any of its Associated / Parent / Affiliated or Subsidiary company should not have been blacklisted or received letter of displeasure by any Government, public or private sector organization		
10	Firm with ability to host/deploy/ maintain short codes		
11	Firm should have sturdy technical infrastructure and has a defined approach for continuous periodic upgrades.		
12	Firm's services must be approved from some international quality management system e.g. ISO etc.		
13	Firm must have in-house developed and implemented at-least one CRM / IVR project		
14	Firm should not be a composition or constitution of a joint venture, consortium or association of organizations		
15	<p>Goods and Services can only be supplied / sources / routed from origin" in "eligible" in Pakistan.</p> <ul style="list-style-type: none"> <li>○ "Eligible" is defined as any country or region that is allowed to do business in Pakistan by the law of Government of Pakistan.</li> <li>○ Centre "origin" shall be considered to be the place where the services are provided.</li> </ul>		

**NOTE:**

- Verifiable proof for all the above shall be mandatory. Non-submission may cause disqualification of the bidder for any further process. All bidders must fill the checklist format compliance of the eligibility criteria above.
- Vendor has to arrange for all the national and shall provide the link for central database connectivity. Existing bandwidth utilization for PIA applications is around 2 MB. However PIA will arrange the international links.

## Evaluation Criteria

Bids will be evaluated on the following weightage:

Technical = 70%

Financial = 30%

Bidder must acquire 70% of the technical criteria to qualify for the opening of Financial Bid. Failure to comply with the mandatory requirements shall automatically disqualify the bid. Distribution of financial marks is as follows:

Total Marks	-	50
Lowest	-	50
2 <sup>nd</sup> Lowest	-	35
Rest of the Bids	-	20 each

## Mandatory Requirement

- Must fulfill all the requirements mentioned in System, technical & functional Section
- Must fully meet Eligibility criteria

## Selection Criteria

Selection will be made on the combine weightage of Technical and Financial Proposals. Weightage factor is as under:

Technical Proposal: 70% (Acquired Marks \* 0.70)

Financial Proposal: 30% (Acquired Marks \* 0.30)

Final Total Marks = Technical + Financial

REF: GMCM/CONT/ PIAC CALL CENTRE/01/2024

**Annex A – Technical Evaluation Criteria**

All claims made by the Tenderer regarding the below mentioned Evaluation criteria must be backed by verifiable proof of evidence. Tenderers may fill out the following form for self-evaluation. The Authority competent to evaluate is the Purchaser.

<b>Requirements with description</b>		<b>Max. Marks</b>
1	Company Age  1 mark for every year, maximum 10 marks  (Certificate of Incorporation or Registration or similar documents to be submitted, duly verified copies by SECP)	10
2	Total current agents strength, serving for at least more than 12 months. One agent means one agent per one seat per one shift. (Local Pakistan based clients only)  15 marks for more than 800 agents,  10 marks for between 799 – 500 agents,  5 marks for agents between 499 – 200,  0 marks for less than 200 agents  (Verifiable proof of evidence is required; letters from clients on client’s original letterhead duly signed and stamped by the client, certifying no. of agents against the campaign)	15
3	Availability of seats (with agents) within 6 weeks from the date of award of Letter of Acceptance by the Purchaser  15 marks for 200 or more seats,  10 marks for 100 – 199 seats  5 marks for 50-99 seats,  0 marks for less than 50	15

	(Verifiable proof of evidence is required; written undertaking, with seating plan pictures to prove)	
4	<p>Number of PMP / Prince 2 certified Project Managers in client services / marketing team handling the client requirements</p> <p>5 marks for 3 or more, 2 marks for 2, 0 marks for none</p> <p>(Verifiable proof of evidence is required; copy of valid certification -)</p>	5
5	<p>Technical team strength; no. of resources in software development team engaged in making not only call centre CRMs but also, related line-of-business applications like complaint systems, etc., with at least 3 years of experience and also the no. of people engaged in developing and maintaining the telephony platform (if different than the software team). Again, individuals with at least 3 years of similar professional experience are eligible.</p> <p>10 marks for 20 or more people, 5 marks for more than 10 but less than 20 people, 0 marks for 10 or less than 10 people</p> <p>(Verifiable proof of evidence is required; resume of the concerned employee)</p>	10
6	<p>Currently operational local Call centres site in at least any of two cities of Karachi, Lahore or Islamabad from their own premises</p> <p>Call Centre Operational in 3 cities = 15 marks Call Centre Operational in 2 cities = 10 marks If less than above, then 0 marks</p>	15

7	<p>Call Centre services“ Clients” profile – no. of currently running local campaign (Active Client), with a minimum of 10 seats per campaign</p> <p>8 to 14 Clients = 10 marks</p> <p>15&gt; and &lt; 29 Clients = 20 marks</p> <p>30 or more Clients = 30 marks</p> <p>If less than above, then 0 marks</p> <p>(Verifiable proof of evidence in the form of letters from all such clients on their original letter head duly signed and stamped.)</p>	30
8	<p>Redundancy for Solution / Services</p> <p>Firm has established two or more redundant facilities for backup of their provided solution / services = 15 Marks</p> <p>Firm has established one redundant facility for backup of their provided solution / services = 10 Marks</p> <p>If no redundant facility = 0 Marks</p> <p>(Verifiable proof of evidence is required)</p>	15
9	<p>Financial Strength (Last three (3) year’s Average Gross Revenue) If PKR 4000.00 Million or above then 15 marks,</p> <p>if less than PKR 4000.00 million but equal to or greater than PKR 2000.00 million then 10 marks, if less than PKR 2000.00 million but equal to or greater than PKR 1000.00 million then 5 marks, if less than PKR 1000.00 million then 0 marks</p> <p>(Duly verified financial statements or Audited accounts required)</p> <p>Note: Revenue of a subsidiary or parent company engaged in same line of business also qualify.</p>	15
10	<p>Valid call centre registration certificate from Pakistan Software Export Board</p> <p>If provided = 5 marks</p> <p>If not provided, 0 marks</p>	5

11	Certifications and Awards (for Data Security/Quality Assurance)  2 or more certifications = 5 marks, else 0 marks	5
12	For Installed Software (e.g. Availability of CISCO UCCE Version 11.X / Avaya Aura 6.X / Genesys Omni channel / Huawei eSpace 7900 series or equivalent), any OEM/ OEM certified partner provide their latest versions of systems and software currently running in the market for Call Centers.  Latest Version – 10  Second Latest – 5  Older version - 0  (Verifiable proof of evidence is required for installation)	10
13	Provision of Web Chat and Click to Call feature  100% Compliance = 10 marks  50% Compliance = 5 marks  Less than 50% compliance = 0 marks	10
14	Data Protection within Firm's data centre  Tier 3 Data Centre =10 marks  Tier 2 Data Center = 5 marks  Tier 1 Data Center= 0 marks  (Compliance to be provided as per TIA 942 Standards)	10
14	Redundant Power backup mechanism in place at Call Center premises  Bidder has available Two or more contact centre facilities with dual UPS as well as Dual Genset backup = 5 Marks  Less than 02 contact center facility with dual UPS as well as dual Genset UPS backup = 0 Marks (Detailed architecture to be shared along with pictures)	5
15	On-site Visit and Presentation at Firm's location	25
	<b>TOTAL Marks</b>	<b>200</b>



REF: GMCM/CONT/ PIAC CALL CENTRE/01/2024

**Annex B – Financial Evaluation Criteria**
**“Schedule- A”**

Sr. No.	Description	No of Units/QTY in a month (1)	Unit Rate (Excl. Taxes) Rs. (2)	Total Taxes (3)	Unit Rate (Incl. all Taxes) Rs. (4=2+3)	Total Cost per month (Incl. all Taxes) Rs. (5=1x4)
1	Call Centre agents	200				
2	Outbound calls (manual + robot) 30 second pulse Quote per unit rate only	400,000 pulses on calls to landline numbers per month				
		400,000 pulses on calls to mobile numbers per month				
3	SMS (160 characters in a message)	Less than 1 million SMS sent per month				
		1 million to 2 million sent per month				
		More than 2 million sent per month				
4	Software Development man days:	20 Man Days				

	Rate of additional software development will be Calculated on the basis of man days; where one man day is equal to 8 hours of productive software development. This is to be charged in addition to the man hours quoted as part of the technical proposal.					
5	One Time Software Development Hours (For The First 18 months only)	20000 Hrs				
6	Any cost regarding, hosting and maintenance of a Robo campaign involving any software application, hosted by the contractor or third party should be listed here as a singular standardized Cost. Per campaign rate per month	10 campaigns per year				
7	Click to Call Web based call Connectivity with Call Center /IVR from PIAC Website					
8	CRM/CSM/FMS Development charges					
8	<b>Other costs (if any)</b> List here with details. It will not affect the total but bidders must list here any other third party cost involved to render					

service with details of service provider and verifiable proof of evidence. (e.g. UAN number charges, PTA short code charges)					
<b>Sub Total</b>					
<b>Total Bid Price (Multiply ST; the per month cost, with 12) - X</b>					

Notes to Price Table:

- 1) *The bids shall be prepared on the volumes of inputs given in Table 1 above.*
- 2) *All rates quoted must be inclusive of pre-negotiated cost components for necessary redundancies as procured from third party telco service providers by the supplier.*
- 3) *All volumes, be it no. of call agents, no. of operator calls, no. of robot calls, no. of SMS sent and no. of campaigns as listed above, are for evaluation purposes only*
- 4) *All the numbers quoted above are hypothetical and in no way bind the Purchaser to avail the said services in a no. less than, equal to or more than the one as quoted above*
- 5) *Payment against all above mentioned services will only be made on actual consumption basis and against successful connected calls (manned, robot etc.)*
- 6) *Since inbound SMS are Free of Charge in Pakistan, thus are not being listed in the costing model in Table 1 (in case of outbound charges for any international calls and/or international SMS shall be charged on as per actual).*
- 7) *For two-way SMS communication via short-codes, MT/ inbound SMS rate would be by default the standard applicable tariff of the customer, unless required otherwise by the purchaser.*
- 8) *Any third party cost / charges whatsoever incurred by the Contractor upon which the provision of aforementioned services is dependent, are to be included in Table 1 separately under the head of 'Other costs'.*
- 9) *All government notified fees, charges (if any) incurred to offer the aforementioned services shall be transferred as per actual to the Purchaser after prior approval from the Purchaser*
- 10) *All requirements of Pakistan Telecommunication Authority (PTA) regarding Service Level Agreements (SLAs) with the Infrastructure / Service providers, CVAS license / registration, Call Blocking, Filtering and any other requirement or regulation of PTA from time to time must be meticulously complied with. No extra charges in this regard shall be chargeable / applicable to the Purchaser other than the ones stated in Table 1 or otherwise agreed upon by the Purchaser, like installation and activation cost of PRI / E1 / SIP trunks, etc.*
- 11) *The bid security to be calculated at the higher side of no. of SMS i.e. 2 million per month.*
- 12) *The Purchaser may not utilize volume in Box X regardless of which payments to be made against utilized volume of work at the end of every quarter*
- 13) *The Purchaser may decide to use the services interchangeably as described in section 7. Payment to be made will be determined on the basis of per unit cost as quoted by the Contractor.*

- 14) *Amount in Box X will determine the total bid cost for awarding of the tender.*
- 15) That the shortlisted bidder shall deposit with PIACL after issuance of LOI before the signing of the contract an amount of 10% of the total contract value as performance guarantee as interest free security deposit which shall continue to be held by PIACL until three months after expiry of the contract period and/or termination whichever is earlier. This amount will be refunded after settlement of all outstanding dues.
- 16) *All prices quoted above are inclusive of all applicable taxes, levies etc.* Total Cost (in words)  
Rs. \_\_\_\_\_ Date \_\_\_\_\_

Signature of authorized person Name:

(Company Seal) In the capacity of Dully authority by

**Note: No cutting or overwriting is allowed. Any cutting or overwriting will lead to rejection of the financial bid.**

**Annex C - Bidder's Experience Form**

*[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for **carrying out services similar to the ones requested under this assignment.** Attach details on separate sheet if necessary.]*

Assignment name:	Approx. value of the contract (in current PKR):
Country/Province : Location within country:	Duration of assignment (months):
Name of Client:	Total No of staff-months of the assignment: (If applicable)
Address:	Approx. value of the services provided by your firm under the contract (in current PKR):
Start date (month/year): Completion date (month/year):	No of professional staff-months provided by Sub-Contractor
Name of Sub-Contractor, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

**Annex D- Description of Approach, Methodology & Project Plan for the Project**

*[In order to ensure timely completion of this project, the consultant/service provider should submit a methodology and detailed Project Plan including the estimated completion timeline of each area/sub area of the scope]*

**Annex E - Team Composition and Task Assignments**

*[Using the format below, provide information regarding the nominated project team for this assignment based on proposed methodology and work plan. Depending upon skill sets, experience and technology certifications and subject to the submission of documentary evidences]*

<b><i>Professional Staff/Nominated Project Team</i></b>			
<b>Name of Staff</b>	<b>Position Assigned</b>	<b>Area/Task Assigned in this Project</b>	<b>Skill Sets and Technology Certification Name(s)</b>

**Annex F - Curriculum Vitae (CV) for Professional Staff**

*[CVs should be submitted for Nominated Project Team/Professional Staff only]*

**1. Proposed Position:** \_\_\_\_\_

**2. Name of Firm** *[Insert name of firm proposing the staff]:* \_\_\_\_\_

**3. Name of Staff** *[Insert full name]:* \_\_\_\_\_  
\_\_\_\_\_

**5. Education** *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates when obtained]:* \_\_\_\_\_

**6. Technology Certification(s) Achieved** *[Provide name of all the technology certification achieved by the staff]*  
\_\_\_\_\_

**7. Other Trainings** *[Indicate significant training since, education under 5, were obtained]:*  
\_\_\_\_\_

**8. Countries of Work Experience:** *[List countries where staff has worked in the last ten years]:*  
\_\_\_\_\_

**9. Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:* \_\_\_\_\_



**10. Employment Record** [*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:

From [Year]: \_\_\_\_\_ To[Year]: \_\_\_\_\_

Employer: \_\_\_\_\_

Positions held: \_\_\_\_\_

**11. Detailed Tasks Assigned**

[*List all tasks to be performed under this assignment*]

**12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**

[*Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.*]

Name of assignment or project: \_\_\_\_\_

Year: \_\_\_\_\_

Location: \_\_\_\_\_

Client: \_\_\_\_\_

Main project features: \_\_\_\_\_

Positions held: \_\_\_\_\_

Activities performed: \_\_\_\_\_

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_ Date: \_\_\_\_\_

[*Signature of staff member or authorized representative of the staff*]

*Day/Month/Year*

Full name of authorized representative: \_\_\_\_\_

**INTEGRITY PACT / DISCLOSURE CLAUSE****(To be submitted on Company's Letterhead)**

Declaration of Fees, Commissions and Brokerage Etc. Payable by the Suppliers, Vendors, Distributors, Manufacturers, Contractor & Service Providers of Goods, Services & Works \_\_\_\_\_ the Seller / Supplier / Contractor hereby declares its intention not to obtain the procurement of any Contract, right, interest, privilege or other obligation or benefit from Government of Pakistan or any administrative sub-division or agency thereof or any other entity owned or controlled by it (GOP) through any corrupt business practice.

Without limiting the generality of the forgoing the Seller / Supplier / Contractor represents and warrants that it has fully declared the brokerage, commission, fees etc., paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback whether described as consultation fee or otherwise, with the object of obtaining or including the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from Government of Pakistan, except that which has been expressly declared pursuant hereto.

The Seller / Supplier / Contractor certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with Government of Pakistan and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

The Seller / Supplier / Contractor accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as aforesaid shall without prejudice to any other right and remedies available to Government of Pakistan under any law, contract or other instrument, be voidable at the option of Government of Pakistan.

Notwithstanding any rights and remedies exercised by Government of Pakistan in this regard, the Seller / Supplier / Contractor agrees to indemnify Government of Pakistan for any loss or damage incurred by it

on account of its corrupt business practices and further pay compensation to Government of Pakistan in any amount equivalent to ten times the sum of any commission, gratification, bribe, finder's fee or kickback given by the Seller / Supplier / Contractor as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever from Government of Pakistan.

**(To be submitted on Rs. 100 Stamp Paper)**

GM Contracts Management  
SCM Department  
Pakistan International Airlines,  
Karachi.

**Subject: Undertaking to Execute the Contract**

Dear Sir,

1. We/I, the undersigned bidder does hereby confirm, agree and undertake to do following in the event our/my tender for supply/Services of \_\_\_\_\_ to PIA is approved and accepted: That we / I will into and execute the formal contract, a copy of which has been supplied to us / me, receipt whereof is hereby acknowledge and which has been studied and understood by me / us without any change, amendment, revision or addition thereto, within a period of seven days when required by PIA to do so. That all expense in connection with the preparation and execution of the contract including stamp duty will be borne by us / me. That we / I shall deposit with PIA the amount of security as specified in the contract which shall continue to be held by PIA until three months after expiry of the contract period. That in event of our / my failure to execute the formal contract within the period of seven days specified by PIA the Earnest money held by PIA, shall be fortified and we / I shall not question the same.

Bidder's Signature \_\_\_\_\_  
Name in full \_\_\_\_\_  
Designation \_\_\_\_\_  
Address \_\_\_\_\_  
\_\_\_\_\_  
CNIC \_\_\_\_\_  
Seal \_\_\_\_\_  
Date \_\_\_\_\_

## DRAFT AGREEMENT

### DRAFT AGREEMENT FOR PIA CALL CENTER SOLUTION SERVICES BETWEEN PAKISTAN INTERNATIONAL AIRLINES CORPORATION LIMITED (PIACL) &

\_\_\_\_\_

Dated:

(Agreement Date)

This AGREEMENT (this “Agreement”) made as of the \_\_\_ of \_\_\_\_\_, between  
**Pakistan**

**International Airlines Corporation Limited (PIACL)**, a Public Limited Company incorporated and governed under the laws of Pakistan having its Head Office at Jinnah international Airport Karachi (hereinafter referred to as the “Company” which expression shall where the context so admits include its successors and assigns ) of the ONE PART

**AND**

**Registered Name and Address of Service Provider**, incorporated and functioning under and laws of Pakistan and having its registered office at SERVICE PROVIDER (hereinafter referred to as “**SERVICE PROVIDER**”, which expression shall, wherever the context so permits, means and include its successors-in-interest, representatives and assigns) of the Other PART. The COMPANY and the CONTRACTOR may individually be referred to as a “Party” and collectively be referred to, as “Parties”, respectively, as the context of this Agreement requires.

#### **WHEREAS,**

- (a) The COMPANY advertised the Tender for its Call Centre and related Services in \_\_\_\_\_ and has selected \_\_\_\_\_ as its CONTRACTOR for Call Centre and related Services through competitive bidding process under PPRA rules.
- (b) The COMPANY has requested the CONTRACTOR to provide certain services as described in the Scope of Work document (Annexure A).
- (c) The CONTRACTOR, having represented to the COMPANY that it possesses the required professional skills, personnel, infrastructure, technical resources and finances, and has agreed to provide such services on the terms and conditions set forth in this Agreement and it’s Annexures which prevail over all other documents.

**NOW THEREFORE**, the Parties to this Agreement agree as follows:

1. The CONTRACTOR hereby covenants with the COMPANY to provide the Services in conformity in all respects with the provisions of the Agreement and in accordance with the Scope of Work document in consideration of the payments to be made by the COMPANY to the CONTRACTOR.

2. The COMPANY hereby covenants with the CONTRACTOR to pay the CONTRACTOR, the Agreement Price, at the times and in the manner, in conformity in all respects with the provisions of the Agreement, in consideration with provision of the Services delivered therein.

### **3. Agreement Duration**

- 3.1 The effective date of the agreement is \_\_\_\_\_.
- 3.2 The Agreement duration is initially for three (03) years starting from the agreement effective date and extendable for further two (02) terms of three (03) years each on same terms and conditions, after mutually agreeing to the same in writing.

### **4. Agreement Documents and Information**

Both Parties shall not, without the other Party's prior written consent, make use of the Agreement, or any provision thereof, or any document(s) or information furnished by or on behalf of the other Party in connection therewith, except for purposes of performing the Agreement or disclose the same to any person other than a person employed by the other Party in the performance of the Agreement, or to its advisors, attorneys, and auditors, who have a need to know such information or as required by law, or court orders in connection for the enforcement of this agreement. Disclosure to any such employed person shall be made in confidence and shall extend only as far as may be necessary for purposes of such performance.

### **5. Agreement Language**

The Agreement and all documents relating to the Agreement, exchanged between the CONTRACTOR and the COMPANY, shall be in English.

### **6. Standards**

The Services supplied and the Services provided under this Agreement shall conform to the international Call Center industry standards.

### **7. Commercial Availability**

The Services supplied under this Agreement, as condition precedent, shall be commercially available at the time of signing of the Agreement. Commercial availability means that such Services are being rendered / delivered to other companies under at least two separate Contracts by the CONTRACTOR either globally or locally.

### **8. Patent Right**

Both Parties shall indemnify and hold the other Party harmless against all third party claims of infringement of patent, trademark or industrial design rights arising from use of the Service or any part thereof.

### **9. Payment**

- 9.1 The CONTRACTOR shall ensure 24/7/365 Operations of the Call Center and the Call Center Agents will be available in each of the three shifts in a day at two of the Call Centre sites i.e. Karachi and Islamabad.
- 9.2 The CONTRACTOR shall submit an Application for Payment, to the COMPANY on monthly basis. The Application for Payment shall be accompanied by such invoices, receipts or other documentary evidence or any other relevant document related to the Call Centre Services only, as the COMPANY may require in writing, in order of the Price Schedule (Annexure C), particulars of the Services delivered and the Works done up to the date of the Application for Payment and subsequent to the period covered by the last preceding Payment, if any. Monthly invoice will be made as per the services provided on actual basis.
- 9.3 All invoices must carry details of number of active agents during claimed period, outbound calls, SMS, software development, or any third party (e.g. like PTA etc.) or other related costs as on actual basis, along with valid and verifiable proof of evidence of all claims, including original third party invoices.
- 9.4 The COMPANY's authorized representative shall verify the details of services delivered against the invoice for the claimed period and Payment shall be made on actual basis after satisfactory verification by the authorized representative of company, as per details given in this Agreement.
- 9.5 The COMPANY shall pay the amount verified within thirty (30) days from the date of invoice. The COMPANY shall make payment for the Services provided and the Works done as per invoice, to the CONTRACTOR, in Pak Rupees, through cheque.
- 9.6 All payments shall be subject to any and all taxes, duties and levies applicable under the laws of Pakistan for the whole period starting from effective date till termination of the signed Agreement in this regard.

#### **10. Agreement Amendment**

- 10.1 The COMPANY may alter or amend the Agreement, with written mutual consent of the CONTRACTOR only, for any identified need/requirement in the light of prevailing rules and regulations.
- 10.2 The CONTRACTOR shall not execute any Change until and unless the COMPANY has allowed the said Change, by written order served on the CONTRACTOR.
- 10.3 The Change, mutually agreed upon, shall constitute part of the obligations under this Agreement, and the provisions of the Agreement shall apply to the said change.
- 10.4 No variation in or modification in the Agreement shall be made, except by written amendment signed by both the COMPANY and the CONTRACTOR.

#### **11. Assignment / Sub Agreement**

- 11.1 The CONTRACTOR shall not assign or sub-Agreement its obligations under the Agreement, in whole or in part, except with the COMPANY's prior written consent.
- 11.2 The CONTRACTOR subject to provisions of Clause 11.1 shall guarantee that any and all agreed assignees / sub-contractor(s) of the CONTRACTOR shall, for performance of any part / whole of the work under the Agreement, comply fully with the terms and conditions of the Agreement applicable to such part / whole of the work under the Agreement.

## **12. Complaint Management**

The CONTRACTOR will assign out of its own cost and expenses its specific focal person(s) including on site Project Manager at both locations for handling communication with the, COMPANY and for any complaints whatever the case may be, the Contractor will ensure that all the complaints are addressed in the best possible manner and within the defined turnaround time or the case will be escalated. The turnaround time and the escalation levels are defined in the escalation matrix (Annexure D) and the CONTRACTOR shall ensure that the escalation matrix remains updated all the time.

## **13. Service Levels**

- 13.1 The CONTRACTOR shall deliver excellent services to COMPANY and its customers and shall aim for service availability at all times as defined in Annexure “B”. The detailed Service levels are defined in the Annexure „B“ of this agreement and both the parties will analyze the service levels and their effectiveness on quarterly basis. These services level may be further improved or revised with the mutual agreement of the both parties on time-to-time basis.
- 13.2 If the CONTRACTOR fails to meet the Key Performance Indicators (KPIs) as defined in the Service Levels at Annexure “B” for the Call Centre Services, the COMPANY may apply a penalty on the monthly payments of the CONTRACTOR as per the “Evaluation on Penalty” clause defined in Annexure “B”.

## **14. Training**

The CONTRACTOR shall arrange and undertake a comprehensive training program for their assigned staff/managers and must ensure that they shall acquire a good working knowledge of the operation. COMPANY to provide initial training / product knowledge / SOPs / software trainings / manuals. In case of any up gradation or new product / SOP / software, the COMPANY will provide all relevant materials / manuals and trainings (if required).

## **15. Business Continuity Plan**

The CONTRACTOR will develop a process to recover the Call Center operations in the event of a natural disaster or any other event that disrupts the Call Center operations or the ability of the CONTRACTOR to ensure its delivery commitments to COMPANY within best possible time. The CONTRACTOR will ensure that in such a case each site at different cities works as a Disaster Recovery site for the other. The COMPANY will review the CONTRACTOR’s Business Continuity Plan on time to time bases as and when desired by the COMPANY and the COMPANY can suggest changes as agreed mutually, subject to any confidentiality requirements.

## **16. Extensions in time for performance of obligations under the Agreement**

- 16.1 If the CONTRACTOR encounters conditions impeding timely performance of any of the obligations, under the Agreement, at any time, the CONTRACTOR shall, by written notice served on the COMPANY, promptly indicate the facts of the delay, its likely duration and its cause(s). As soon as practicable after receipt of such notice, the COMPANY shall evaluate the situation and may, at its exclusive discretion, without prejudice to any other remedy it may have, by written order served on the CONTRACTOR, extend the CONTRACTOR's time for performance of its obligations under the Agreement or claim damages under clause 17.
- 16.2 The CONTRACTOR shall cause the validity period of the security deposit to be extended for such period(s) as the Agreement performance may be extended. In case the CONTRACTOR fails to submit the security deposit with extended validity period for such period(s) as the Agreement performance may be extended. An amount equal to 5% of total Agreement value shall be deducted from the payments to be made against the Agreement.

### **17. Performance Guarantee as Security Deposit**

Prior to the signing of this Agreement the Contractor shall deposit in cash (10% of total contract value) as interest free security deposit with the Authorized Office of PIACL. PIACL shall have the right to recover / adjust all liabilities of the Contractor from the amount of Security deposit furnished/deposited by the Contractor. The Interest Free Security Deposit shall remain with PIACL after three months of the expiry/termination of Agreement and the same will be refunded to the contractor after deduction of all the outstanding amounts and/or dues recoverable from the Contractor in relations to, arising out of and/or connected with this agreement. In addition, PIACL shall always be entitled to recover any other amount through different modes and methods provided under the applicable laws. This clause shall be applicable to the extended periods and the service provider shall ensure that the security deposit shall remain with PIACL during the extended period and/ after three months of the expiry of such extended period/termination, whichever is earlier.

### **18. Liquidated Damages**

- 18.1 If the CONTRACTOR fails/delays in performance of any of the obligations, under the Agreement or violates any of the provisions of the Agreement or commits breach of any of the terms and conditions of the Agreement, the COMPANY may deduct from the Agreement Price, as liquidated damages, a sum of money @1% of the total Agreement Price per day till such breach/delay is remedied by the CONTRACTOR, which is attributable to such part of the Services, in consequence of the failure/delay Provided the amount so deducted shall not exceed 10% of the Agreement Price.
- 18.2 Subject to clause 17.1, if the total amount of liquidated damages reaches 10% of the Agreement Price, the COMPANY may at its discretion, claim the Security Deposit submitted
- by the CONTRACTOR in addition to other actions as provided in this agreement and/or under applicable laws.

### **19. Termination for Default**



If the CONTRACTOR fails/delays in performance of any of the obligations, under the Agreement or commits breach of any of the terms and conditions of the Agreement, the COMPANY may, at any time, by written notice served on the CONTRACTOR, indicate the nature of the default(s) and terminate the Agreement, in whole or in part. Provided that the termination of the Agreement shall be resorted to only if the CONTRACTOR cures its failure / delay, within fifteen (15) working days (or such longer period as the COMPANY may allow in written), after receipt of such notice.

## **20. Termination for Insolvency**

If either Party becomes bankrupt or otherwise insolvent, the other Party may, at any time, without prejudice to any other right of action / remedy it may have, by written notice served on the other, indicate the nature of the insolvency and terminate the Agreement, in whole or in Part.

## **21. Termination for Convenience**

- 21.1 Either Party may, at any time, terminate the Agreement, in whole or in part, by a prior written notice of ninety (90) days served on the other Party, for its convenience, without any compensation to other Party.
- 21.2 The Services which are complete or to be completed by the CONTRACTOR, within ninety (90) days after the receipt of such notice, shall be accepted and paid for by the COMPANY.

## **22. Transfer of Assets**

- 22.1 In case of the execution of termination for this contract under any of the above mentioned termination clauses, the CONTRACTOR will ensure the transfer of assets both tangible or intangible to the COMPANY and/or any other party as may be appointed by the COMPANY which will take over the operations and services defined and executed under this contract. Transfer of assets includes, but not limited to, all/any data/helpline numbers (UAN/Toll free/short code) all software applications, Databases, Data, knowledge base, portals reports, scripts IVR, music, or similar products developed and applications built or to be built by CONTRACTOR including the source code of the said software applications along with the intellectual property rights over such software applications, knowledge of operations.
- 22.2 The CONTRACTOR shall cooperate and take all possible of all assets, skills, knowledge and know-how to facilitate the COMPANY or its authorized represented third party to assume the Call Center responsibilities and operations in an effective manner.

## **23. Force Majeure**

- 23.1 For the purpose of this Agreement “Force Majeure” means event which is beyond the reasonable control of a party and which makes a party’s performance of its obligations under the Agreement impossible or so impractical as to be considered impossible under the circumstances, and includes, War, Riots, Storm, Flood, Earthquake or other industrial actions (except where such strikes, lockouts or other industrial are within the power of the party invoking Force Majeure), confiscation or any other action by Government agencies.

- 23.2 The CONTRACTOR shall not be liable for liquidated damages, forfeiture of its Security Deposit, blacklisting for further tenders, termination for default, if and to the extent its failure / delay in performance / discharge of obligations under the Agreement is the result of an event of Force Majeure.
- 23.3 If a Force Majeure situation arises, The CONTRACTOR shall immediately or within best possible time, by written notice served on the COMPANY, indicate such condition and the cause thereof. Unless otherwise directed by the COMPANY in writing, the CONTRACTOR shall continue to perform under the Agreement as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the Force Majeure event.
- 23.4 Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party of Agents or Employees, nor (ii) any event which a diligent Party could reasonably have been expected to both (A) take into account at the time of the conclusion of this Agreement and (B) avoid or overcome in the carrying out of its obligations hereunder.
- 23.5 Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

#### **24. Security Obligation:**

- 24.1 The contractor shall ensure the confidentiality and integrity of COMPANY's system/applications/data/network/privileges accessible at the CONTRACTOR's site under all circumstances. The contractor shall enforce strict access control and audit logging to its system / network that are used to access COMPANY's data/applications/network and systems.
- 24.2 The contractor shall ensure that physical / logical environment from any competitor is systematically separate. Under no circumstances any data storage device / system carrying COMPANY data/voice shall not leave the CONTRACTOR's premises. Until unless approved by the COMPANY's authorized representative.
- 24.3 The Call Centre agent's system shall be proactively secured to protect against any sort of data leakages. The contractor's agent's background check shall be done by the contractor before granting access to COMPANY's system / data. The contractor shall ensure the security awareness training to its staff on regular basis and shall conduct random tests to ensure adherence, result shall be shared with COMPANY.

#### **25. Dispute Resolution**

- 25.1 The COMPANY and the CONTRACTOR shall make every effort to amicably resolve by direct informal negotiation, any disagreement or dispute arising between them under or in connection with the Agreement.
- 25.2 If, after thirty (30) working days, from the commencement of such informal negotiations, the COMPANY and the CONTRACTOR have been unable to amicably resolve an Agreement dispute, either party, require that the dispute be referred for resolution by arbitration under the Pakistan Arbitration Act, 1940, as amended, by one or more arbitrators selected in accordance with said Law. The place for arbitration shall be Karachi, Pakistan. The award shall be final and binding on the Parties.

The defaulting Party agrees and undertakes to indemnify and hold the non-defaulting Party harmless from any loss, damage, claims, liabilities, charges, costs, or expense (including reasonable attorneys' fees), that may arise or be caused or as a result by reason of any breach, failure, delay, impropriety or irregularity on its part to observe, adhere to, abide by or comply with any of the terms and conditions of the Agreement, and to defend, at its own expense any suits, action, claim, litigation or other proceedings brought against the non-defaulting Party and/or its directors, officers, agents, servants, affiliates, and employees, or any of them, on account thereof, and to pay all expenses and satisfy all judgments which may be incurred by or rendered against them in connection therewith. The limit of liability of the defaulting party will be on actual damages cause the non-defaulting party. However, the defaulting Party shall have the right to settle any such suits, action, claim, litigation or other proceedings against which it indemnifies herein.

## **26. Conflict of Interest:**

Both Parties undertake to disclose and reports to other any potential conflict of interest it may be aware of now or becomes aware later on. The conflict or interest covers without limitation, situations that may influence or affect the award of this Agreement including agreeing or disagreeing to any term & condition thereof, the conduct and decision making of either Party's personnel having a role in negotiating, awarding and ensuring compliance of this Agreement, and any direct or indirect family or business relationship (whether current or of past i.e. within last two years) of any of the personnel of the COMPANY and CONTRACTOR including their subsidiaries / affiliates with any of each other's personnel including affiliates. Both Parties undertakes to immediately disclose and report to the other any situation leading to conflict of interest, and agrees that failing to this obligation will give the right to either Party (without prejudice to any other right(s) for suspending, revoking and/or terminating this Agreement forthwith in addition to barring the other from any or all future contracts, bids, proposals, subcontracts, and any other relationship.

## **27. Statutes and Regulations**

- 27.1 The Agreement shall be governed by and interpreted in accordance with the laws of Pakistan.
- 27.2 Both Parties shall, in all matters arising in the performance of the Agreement, conform, in all respects, with the provisions of all Central, Provincial and Local Laws, Statutes, Regulations and By-Laws in force in Pakistan, and shall give all notices and pay all fees required to be given or paid and shall keep the other Party indemnified against all penalties and liability of any kind for breach of any of the same.
- 27.3 The Courts at Karachi shall have the exclusive jurisdiction in respect of any dispute or difference of any kind arising out of or in connection with the Agreement.

## **28. Taxes and Duties**

The CONTRACTOR shall be entirely responsible for all taxes, duties and other such levies imposed by the concerned Federal / Provincial / Local authorities including but not limited to Income Tax and Sales Tax Department.

## **29. Agreement Cost**

The CONTRACTOR shall bear all costs / expenses associated with the preparation of the Agreement including but not limited to stamp duty and the COMPANY shall in no case be

responsible / liable for those costs / expenses. The CONTRACTOR shall provide legal stamp papers of relevant value according to Government rules and regulations for signing of the formal Agreement.

### **30. Authorized Representative**

- 30.1 The COMPANY or the CONTRACTOR may, at their exclusive discretion, appoint their Authorized Representative (any individual or a team of individuals) and may, from time to time, delegate any / all of the duties / authority, vested in them, to their authorized representative(s), including but not limited to, signing on their behalf to legally bind them, and may, at any time, revoke such delegation.
- 30.2 The Authorized Representative shall only carry out such duties and exercise such authority as may be delegated to him, by the COMPANY or the CONTRACTOR.
- 30.3 Any such delegation or revocation shall be in writing and shall not take effect until notified to the other parties to the Agreement.
- 30.4 Any decision, instruction or approval given by the Authorized Representative, in accordance with such delegation, shall have the same effect as though it had been given by the Principal.
- 30.5 Any failure of the Authorized Representative to disapprove any Services shall not prejudice the right of the COMPANY to disapprove such Services or Works and to give instructions for the rectification thereof.
- 30.6 If the CONTRACTOR questions any decision or instruction of the Authorized Representative of the COMPANY, the CONTRACTOR may refer the matter to the COMPANY who shall confirm, reverse or vary such decision or instruction.

### **31. Waiver**

Failure of either party to insist upon strict performance of the obligations of the other Party, under the Agreement shall in no way be deemed or construed to effect in any way the right of that Party to require such performance.

### **32. Recoveries**

When any amount is recoverable from the Contractor due to risk purchase or any other default under this or any other Agreement, PIACL shall be entitled to deduct any such amount from the pending bills and /or through Security Deposit including without limitation other lawful means from the Contractor whether due in respect of this or any other Agreement and /or from any other due amount of the Supplier lying with PIACL and the Contractor will have no objection on recovery of the same by PIACL.

### **33. Insurance**

The Service Provider shall, at its sole cost and expense, secure and maintain throughout the term of this Agreement, comprehensive general liability insurance coverage acceptable to Company including but not limited to its services, equipment and staff/employees in the amount of at least \_\_\_\_\_.

### **34. Correspondence**

The Contractor will not correspond with or approach any other authority, person directly or indirectly, whether the staff of PIACL or otherwise except the General Manager Coordination & Customer Services regarding any matter arising from this or any other agreement with PIACL. The Contractor may carry on correspondence with the designated officials of the user department if so directed by authorities.

### **35. Notice**

All notices, requests and demand given to or made upon the parties shall be in writing and posted through Registered Mail and confirmatory Facsimile at the addresses set forth below.

For Pakistan International Airlines Corporation Limited

GENERAL MANAGER (Coordination & Customer Relations)

PIACL Boking Office, Blue Area, Islamabad.  
Pakistan

For Contractor

Name:

Designation:

Address:

Phone Fax Numbers

Email

### **36. Blacklisting**

If the Contractor fails / delays in performance of any of the obligations, under the Contract / violates any of the provisions of the Contract / commits breach of any of the terms and conditions of the Contract or found to have engaged in corrupt or fraudulent practices in competing for the award of contract or during the execution of the contract, the PIACL may without prejudice to any other right of action / remedy it may have, blacklist the Contractor, either indefinitely or for a stated period, for future tenders in public sector, as per provision of PPRA Rules and PIAC Procurement Regulations and Guidelines.

### **37. Forfeiture of Interest Free Performance Security**

1. The Interest Free Performance Security/Security Deposit shall be forfeited by PIACL, in addition to the above, on occurrence of any / all of the following conditions:
  - a. If the Contractor commits a default under the Contract;
  - b. If the Contractor fails to fulfill any of the obligations under the Contract;
  - c. If the Contractor violates any of the terms and conditions of the Contract.

2. The Contractor shall cause the validity period of the performance security to be extended for such period(s) as the contract performance may be extended. In case the Contractor fails to submit Security Deposit with extended validity period for such period(s) as the contract performance may be extended, an amount equal to 10% of total contract value shall be deducted from the payments to be made against the contract.
3. If the Contractor fails / poor/ delays in performance of any of the obligations, under the Contract / violates any of the provisions of the Contract / commits breach of any of the terms and conditions of the Contract the PIACL may, without prejudice to any other right of action / remedy it may have, forfeit Performance Security/Security Deposit of the Contractor.
4. Failure to supply required deliverable/ services within the specified time period will invoke penalty as specified in this document. In addition to that, Performance Security amount will be forfeited and the company will not be allowed to participate in future tenders as well.

IN WITNESS Whereof the Parties hereto have caused this Agreement to be executed in accordance with the laws of **Pakistan** as of the \_\_\_\_\_ day of \_\_\_\_\_ first indicated above.

For [**Pakistan International Airlines**]:

For [\_\_\_\_\_]

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

**WITNESSES**

Witnessed By: \_\_\_\_\_

Witnessed By: \_\_\_\_\_

Witness Signature: \_\_\_\_\_

Witness Signature: \_\_\_\_\_

CNIC# \_\_\_\_\_

CNIC# \_\_\_\_\_

Designation \_\_\_\_\_

Designation \_\_\_\_\_

Address \_\_\_\_\_

Address: \_\_\_\_\_

## Annexure A

### Scope of Work

Scope of Work includes the following to be carried out by the Contractor:

- Operate Call Center services for the COMPANY for reaching out and interacting with its customers, the interaction may include inbound / outbound calls, helpline / complaint line with IVR facility, provide outbound survey calls facility. SMS query and SMS broadcasting service (text and / or voice), pre-recorded calls / robot calls with response capture facility, web chat, ticketing through PIA provided payment gateway etc.
- Provide a scalable solution that deals efficiently and effectively with inbound/outbound customer calls with identified capacity and lead generation.
- Develop the necessary in-house CRM and FMS software on any platform which can be integrated with COMPANY's Frequent Flyer Program, Reservation & Ticketing, and Crew Scheduling software through APIs / web services provided by the COMPANY, Requirements for CRM and FMS will be finalized between both parties mutually. Any new changes / up gradation / requirements later on would be managed through a change request process and will be charged as per the agreed rate.
- Provide 2,000 development hours for eighteen (24) months (as per Annexure C). Development requirements and their relevant hours to be utilized during the aforementioned 2,000 hours would be mutually agreed. Any further development requirements after utilization of these 2,000 hours would be charged to COMPANY as per the agreed scope and rate.
- Agent management with outstanding communication skills.
- Provide the complete service of flight enquiry.
- Provide the complete service of complaint handling.
- Operations of 24/7/365 Call Center services in three geographically different locations i.e. Karachi, Lahore & Islamabad including inbound and outbound services but logically it is treated and function as a single Call Center.
- The COMPANY shall define the total active number of Call Center agents as per its requirements on time-to-time basis and shall communicate the same to the CONTRACTOR through its authorized representative.
- An Active Call Centre Agent is any Call Center representative who is available to perform the duties, for or on behalf of the COMPANY at the CONTRACTOR's Call Center facilities.
- In case of the requirement to decrease or increase the number of Call Center agents, the COMPANY WILL INTIMATE THE contractor with a thirty (30) days prior notice and the

CONTRACTOR will make necessary arrangements and efforts to provide the required number of agents accordingly within the said notice period.

- The number of agents in each shift at each station will be subject to directives of the COMPANY without increasing the total active Call Center agents as defined by the COMPANY time to time.

For any increase or decrease in the number of agents at each site the CONTRACTOR will take the prior written consent of the COMPANY what so ever the case may be.

- The CONTRACTOR shall submit an attendance certificate of each call agent duly signed through its authorized Representative on monthly basis for the purpose or other documentary evidence as the COMPANY may require.
- Number of agents will be reviewed monthly / quarterly (based on the requirement) and it may be increased or decreased as per requirement assessed on the basis of quarterly reports with a prior intimation of thirty (30) days to the Contractor by the Company. However, minimum number of active agents shall not decrease below one hundred and twenty (120) at any given time.
- Communication of new travel products to passengers such as flights, promotional fares launched by COMPANY. Outbound Call Campaigns respond analysis and reporting.
- Will enable Click to call feature. For the same the CONTRACTOR must comply with exposing of voice APIs for Call connectivity Service using Internet VoIP protocol where call will be connected to Call Center Agent / IVR from the COMPANY's communication channels including Website, Mobile Apps, Social Media platforms as per prevailing regulatory compliance.
- Provide agents for "Web Chat" service. COMPANY to enable Web Chat facility and its response mechanism from their website. Provide support on social media such as Twitter, Facebook and related website for comments of COMPANY's customers related to customer service / experience.
- Agent working on monthly basis would be assumed to have a forty-eight (48) hours" work week. However, Contractor will not provide replacement for agents availing their designated leaves i.e. thirty-seven (37) off days in a Calendar year.
- Agents must be spread over three (3) shifts of eight (8) hours each.
- Facility for requesting a call back and message recording option for the caller while on-hold.
- Contractor to develop Customer Relationship Management (CRM) and Feedback Management System (FMS) as per the shared and agreed requirements.
- Call Center shall offer a building block approach, which means additional functionality (only related to Call Center services and covered in the requested Scope of Work) can be turned on or off as and when required.
- Any call abandoned during hold or for any reason will automatically dial out by dialer & offered to call back.
- The information system and data it contains will be the property of COMPANY and data should be available all the time when required to COMPANY's authorized personnel.
- Virtual hold Call back customer through cube buster functionality (for abandoned calls).
- COMPANY will retain the ownership of all/any data/helpline numbers (UAN/Toll free/short code) / software source code of all complaint systems or similar products developed and reports and applications built or to be built by CONTRACTOR as per the instructions of COMPANY, including the source code of the said software applications along with the intellectual property rights over such software applications.
- Resource engagement should be flexible and can be increased or decreased depending upon the seasonal load / campaigns and other needs with thirty (30) days prior notice to the Contractor.



- Managing/handling calls regarding flight schedules, reservations, the frequent flyer program, travel advice, travel related and other services offered by COMPANY currently and in future. However, for integration purposes, APIs will be provided by the COMPANY.
- Escalating critical complaints to COMPANY's authorized representative.
- Carrying out customer satisfaction survey by calling back the passengers to get their feedback on COMPANY's services.
- Maintaining a Disaster Recovery (DR) site (Each Call Center site will serve the DR purpose for the other) for immediate switch over in case of service outage.
- Provide services in English/Urdu and if required in other local regional languages like Pashto, Punjabi, Sindhi and Balochi.
- Call Centre Agents should be preferably graduate / experienced and should have positive attitude in handling calls professionally.
- Provide the runtime visibility of CRM and FMS to COMPANY.
- Provide online/IVR based ticketing purchase option via secured Credit Card/Payment Gateway complaint with State Bank of Pakistan's / Regulatory Body's regulations provided the COMPANY fulfills its obligations in delivering such services.
- Run the quality assurance program for the agents to maintain the high standards and up to date information for the agents.
- Manage interaction with customers through assigned mediums of communication. This interaction with the customers will be on behalf of COMPANY and as per the strict guidelines given to the CONTRACTOR.
- Block numbers of customers who wish to be placed in a "Do Not Call / SMS List" as per the regulations of Pakistan Telecommunication Authority (PTA).
- Send out an automated SMS to the Caller during call.
- Send out email / SMS to the caller / customer as required.
- Provide for a monitoring tool to monitor the incoming / outgoing calls for each campaign, down to an agent level, and the monitoring tools should be accessible at COMPANY's offices including its head office.
- CONTRACTOR to arrange and undertake a comprehensive training program for their assigned staff/managers and must ensure that they shall acquire a good working knowledge of the operation. COMPANY to provide initial training / product knowledge / SOP / software trainings / manuals. In case of any up gradation or new product / SOP / software, the COMPANY will provide all relevant materials /manuals and trainings (if required).
- Provide Call Recording and maintain recorded calls for a period of minimum 18 months. CDRs older than eighteen (18) months will be provided to Company on CDs / DVDs / FTP or any agreed medium between the parties.
- COMPANY may appoint any Auditing Agency for external/internal audit. The Contractor would be required to cooperate with such an Auditing Agency. However, such requirement is to be raised timely and respective COMPANY personnel should accompany the Auditing Agency.
- The information System and data it contains will be the property of COMPANY. However, the CONTRACTOR's Datacenter will serve the purpose of hosting Call Center applications and databases.

- IVR should be integrated with PIA host and other systems/applications i.e., PIA Reservation System, Award Plus, Flight Operations, payment Gateway and other services.
- Provide wallboard screens showing queue-wise performance and overall agent status.
- Provide following reports:
  - Total No. of calls Inbound/Outbound
  - Total Occupancy, Attendance, Login-Logout report, Hold Time, ATT, AHT, ACW, Abandoned Calls, Service Level
  - Queue Wise Reports with above mentioned statistics ○
  - Option to print selected pages from Report
  - Reports should be easily exportable in Excel format○
  - Live calls can be listened with the monitoring tool ○
  - Agent performance
  - SMS Report (Flight Cancellation, Delays etc.) ○
  - Overall Call Center Service Level reports
  - Calls record of a specific agents(s) for a particular span of time and date○
  - Work Code summary updated by an agent
    - Any other reports requested by the COMPANY related to the services subject to availability of that particular data in CONTRACTOR's system.

### **Inbound Voice**

Inbound voice must comprise of following:

- Handling reservation requests and general customer enquiries regarding flight details, fares, Loyalty program and other offered services.
- Agents should additionally be trained in up-selling and cross-selling.
- Help COMPANY to increase their conversion ratios and maximize their revenues. CONTRACTOR should articulate how this will be achieved.
- Skill-based routing of calls according to agent skills.
- The calls being received against each campaign must have proper logs / tagging over the dashboard.

### **Outbound Voice**

Outbound voice must comprise of following:

- Customer information delivery regarding change of flight status i.e. confirmation, reconfirmation, delay flight etc.
- If the number is engaged or not available, the call will be tried twice more, failing which it will be abandoned and the database shall be updated accordingly.
- Promotional Activities, Market Research & Satisfaction Surveys.
- Any other customer contract / feedback related calls.

### **SMS (Push / Pull / One-Way / Two-way interaction)**

The Contractor or the third party hired by the Contractor for such services must have direct access to the SMS gateways and/or SMSCs of all the Cellular Mobile Operators (CMOs) in Pakistan and must have and experience in sending and receiving SMS (text and voice) through these CMOs via SLAs as per PTA's regulations.

All features associated with efficiently sending, receiving and tracking delivery of SMS messages on a mass scale are required such as:

- Integrated auto-SMS generation for information related to change in flight schedule, cancellation of flight and award miles balance etc.
- Provisioning of real time SMS alerts for customers.
- International SMS gateway capability.
- Follow up SMS for inbound Call Center customers.
- Should be capable of sending one hundred (100) SMS message per second.
- CONTRACTOR will provide 24/7 services for transmitting / broadcasting Short Message Service (SMS) for promotional and flight information intimation to COMPANY's domestic and international customers.
- SMS can be sent in a PUSH system or by a PULL system where customers may inquire certain information by sending an SMS to a number (long / short code) within the system (shall vary from campaign to campaign) and/or customers would reply to the SMS sent.
- Each SMS message sent to the customer will be of the standard 160 and 70 characters limit for English and Urdu SMS respectively; beyond this limit an additional SMS would be sent.
- SMS portal should allow sending text-based Short Messages (supporting both English & Urdu) from a web based interface to multiple mobile subscribers. The key features required are as follows:
  - Multiple user login accounts.
  - Bilingual (English & Urdu) SMS support via standard computer keyboard.
  - API Connectivity (Password & IP Protective remote automated SMS).
  - Searchable broadcast log (Instant, Bulk, Scheduled etc.).
  - SMS Broadcast Scheduler for contract(s) or group(s) on daily, weekly or as per choice.
  - The Contractor or the third party hired for rendering SMS aggregation (PUSH / PULL) services must be able to provide for short code extensions for using one short code for multiple purposes within a campaign. For instance, a short code may be used for communicating with customers as 83111 for one survey and 83222 for another.
  - Able to send the SMS duly masked by a character / phrase / digits as the need may be as per PTA regulation.
  - Facility to send and receive the SMS any of the preferred languages with and/or without roman script, as the need may be subject to technical capability.

- Able to identify, filter and block obnoxious numbers as per the detailed SOP for the concerned campaign / department and as per the regulations enforced by the Pakistan Telecommunication Authority from time to time.
- Capable of queuing the messages in case of traffic overload at the cell phone operator, and continuously attempt to re-send / receive and empty the queue in case of a blockage. The queue must be emptied at least once in every 24 hours.
  - Must be able to capture delivery and non-delivery reports (reasons for non-delivery; invalid number, mobile switched off, busy, out of reach, etc.) for each SMS being sent out.
  - Capable of receiving survey responses and storing the results automatically in a database. Survey may contain different questions for each of the department or category within a department or campaign.
  - The system should be capable of handling the corresponding different discrete (1, 2, yes, no, etc.) and textual responses (textual contents in roman or non-roman script) and analyze the same with text analytics in place.
  - COMPANY might require that the message-sender (customer) be charged a fee for each SMS message (other than the regular SMS charges borne by the customer as enforced by his Contractor's tariff). In such a scenario, the Contractor will be responsible not only for maintaining the accounts for receipts but also would be responsible to ensure that the revenue (if any) earned from a PULL / PUSH SMS system as agreed and instructed by the
  - The Contractor would have no right whatsoever on such revenues unless specifically authorized by the COMPANY.
  - Unless specified by the COMPANY all SMS sent by any customer to any of such short code(s) would be at the normal rate as per the customer's tariff, with no extra charges.

### **Feedback Management System (FMS)**

Feedback Management System (FMS) must comprise of following:

- Provide the complete service of complaint handling right from receiving of complaint from Contact Center, mail, web, app and social media channel(s) which will land directly via android / IOS application. Initial filtration and department wise follow-up of same and proper closure of the complaint through concerned department / Division.
- Required Training (familiarization with COMPANY operations and processes) of complaint handlers will be the responsibility of the COMPANY.
- Monthly complaint handling reporting data to be provided. Quarterly recommendation to the COMPANY for corrective measures to improve the complaint settlement within stipulated parameters to be implemented by COMPANY.

### **System Integrations**

The Call Center will be integrated with COMPANY's existing system, functions and applications only. However, the respective APIs will be provided by the COMPANY.

- Integration of ACD with COMPANY's Reservation, Flight Information & Loyalty Program.
- Integration of IVR with COMPANY's Reservation, Flight Information & Loyalty Program.
- Integration of CTI with COMPANY's Reservation, Flight Information & Loyalty Program.
- Integration of CRM with COMPANY's Reservation, Flight Information & Loyalty Program.
- Integration with Payment Gateway. Provide PCI complaint integration with Credit Card payment gateway.
- APIs required for all the above mentioned integration will be provided by the COMPANY.
- Any new application / solution / system / software acquired by Company will be integrated with Contractor's relevant application / solution / system software respectively based on technical feasibility. APIs / web services for the same will be provided by the Company however, integration charges will be applicable as per Point No. 4 of the Price Schedule (Annexure "C").

### **Baggage Tracking**

Call Center must comprise of the following:

- COMPANY is already using software / system for baggage tracking and will extend the service API or Terminal access to CONTRACTOR.
- Inbound calls handling with a high level of passenger empathy and diffuse potential customer's complaints.
- Outbound calls to contact customers when baggage located and is ready for delivery.
- Customer database management for pre / post baggage tracking.
- Access of Baggage Tracking System like World Tracer.

### **Frequent Flyer Program Management**

Frequent Flyer Program management must comprise of following:

- Handle Frequent Flyer program back-office functions.
- Application / Form Processing.
- Document Management and Workflow.
- Data Capture, Verification, Cleansing and Exception.
- Risk / Fraud Review.
- Database Updates and Maintenance.
- New Enrolment Online.
- Missing Miles Request Online.
- Redemption Request Online.
- Digital identification (CLI or FFP number based) will be required to identify the frequent flyer.
- APIs of COMPANY's FFP application(s) will be extended to the Contractor for integration.

### **Marketing Promotions & Campaign Management**

Marketing Promotions & Campaign Management must comprise of following:

- Database Creation, Cleansing and Management

- Direct email service Outbound Call Campaigns w.r.t. Seasonal peaks
- Follow up with customers to offer discounts or promotions for booking a new flight and rewards program memberships

### **Special Promotions**

- Travel Agent connectivity
- Awards Plus Program
- Information availability in regional i.e. Pashto, Sindhi etc.

### **Social Media Platforms**

Software for Social Media platform for Call Center staff required to reply on customer’s Facebook and Twitter comments related to service / experience.

- Provide Social Media strategy for Call Center
- Provide support for COMPANY’s Mobile Engagement Apps
- Integrating with various lines of business applications, running on open-source or SQL/ ORACLE / similar platforms

### **Annexure “B”**

#### **Service Level Agreement**

Service level will be evaluated on below mentioned Key performance Indicator (KPIs) but not limited to (subject to mutual agreement of both parties):

<b>Particulars</b>	<b>Desired KPIs</b>
Avg. daily calls	12,000 – 15,000 (As actual)
Abandoned Call Ratio	<= 5%
Service Level	90% within 30 sec or less
Average Handling Time	<= 218 seconds
SMS for all affected flights	<= 15 mins
Delay before abandon	<= 30 seconds

- The contractor shall take appropriate measure that quality of the service is not degraded with employee’s turnover.

- The above mentioned targets are dependent upon resource allocation communicated to CONTRACTOR by the COMPANY. All such dependencies would be considered while evaluating the desired KPI.
- Any variance in above mentioned daily call count and / or variation in AHT would lead to change in either the SLA targets or number of agents accordingly.
- Contractor's Call Center operates from two separate geographical locations (i.e., KHI & ISB) but logical it works as a single Call Center in parallel and or backup of each other.
- All SLA, quality performance to be evaluated as a single Call Center.
- For what so ever reason if any site becomes non-operational then the 2<sup>nd</sup> site will take over the complete operations and contractor will ensure the agreed SLA
- For what so ever reason, if both the facilities become non-operational than the contractor will ensure to restore the services within 24 hours or minimum possible time.

**Evaluation on Penalty:**

Evaluation of penalty to be imposed will be on a quarterly basis. Penalty will be imposed as per the criteria agreed mutually between both Parties in case of non-compliance of any KPI consecutively for preceding three (3) months. Penalty will not be imposed in case any KPI is not achieved due to any Force Majeure / unforeseen / uncontrollable event. However, the maximum amount of penalty that can be imposed is 1% of the total Agreement Price per day, starting from the date of acknowledgement of the non-compliance by the Contractor till the issue is resolved or a mutual consensus is reached between the Parties, provided the amount so deducted shall not exceed 15% of the Agreement Price.

**Annexure C**
**Price Schedule**

S. No.	Description	No of Units / QTY in a month	Unit Rate(Excl. Taxes) PKR	Taxes per Unit PKR	Unit Rate (Incl. Taxes) PKR
01	Call Center Agents	200			
02	Outbound calls (manual + robot) 30 second Quote per unit rate only (Telecom cost only)	400,000 pluses on calls to landline numbers per month			
		400,000 pluses on calls to mobile numbers per month			
03	SMS (160 characters in a message)	Less than 1 million SMS sent per month			
		1 million to 2 million sent per month			
		More than 2 million sent per month			
04	Software Development man day: Rate of additional development will be calculated on the basis of man days; where one man day is equal to 8 hours of productive software development. This is to be charged in addition to the man hours quoted as part of the technical proposal. Blended rate would be quoted here	20 Man Days			
05	One time Software Development Hours (for the first eighteen (18) months only)	2000 Hours			
06	Any cost regarding hosting and maintenance for a ROBO campaign involving any software	10 campaigns per year			



	application, hosted by the Contractor or third party should be listed here as a singular standardized cost. Per campaign rate per month.				
07	Click to Call Web based call connectivity with Call Center / IVR from Company Website	200 licenses			
08	CAPEX To be aid at the start of Agreement	One-time			
09	Monthly OPEX To be paid every month throughout the length of Agreement	01			
10	CRM/FMS development				

1. All quantities shall be charged on as per actual utilization based on the unit rates defined above.
2. In case the actual utilization of quantities exceeds the above mentioned limits, the Contractor shall seek written permission from the COMPANY to serve the required additional quantities. However, the yearly value of the contract shall not exceed PKR \_\_\_\_\_/- and the total value of the contract for 3 years shall not exceed PKR \_\_\_\_\_/-
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. Reference to Point # 5, 2000 FOC development hours are only for the first twenty four (24) months of services.
8. Reference to point # 6, ten campaigns per year will be on FOC basis
9. Invoices raised in lieu of the provided services under this Agreement will be taxed as per the prevailing national / regional tax rates and policies.

10. Changes in national / regional tax rates and policies will be applicable as per actual for invoicing purposes.

**Annexure D**
**Escalation Matrix**

Escalation	CONTRACTOR	Turn Around Time (TAT)	COMPANY	
			Technical	Operational
Level 1	Onsite Manager	1 hour		
Level 2	Operations Manager	3 hours		
Level 3	Account Manager	8 hours		
Level 4	General Manager – Contact & Support Center	12 hours		