Request for Proposal -
Contact Center Services Provider

Circulation Date: 10 June 2011
Submission Deadline: 15 July 2011

1.1 About this Document

By issuing this Request for Proposal ("RFP"), the Internet Corporation of Assigned Names and Numbers ("ICANN") is requesting a response to the requirements for a Contact Center solution to support applicants for new generic top level domain (gTLD). ICANN is seeking a contact center solution:

- Capable of providing a platform for global Contact Center operations, Tier 1 multi-lingual customer service agent support, demonstrated industry best practices, value-added services
- With the ability to work within the guidelines established in this RFP

The response to this RFP should include your best offer to provide the systems and services described within this document.

1.2 Overview of ICANN

The mission of ICANN, pursuant to its bylaws, is to coordinate, at the overall level, the global Internet's systems of unique identifiers, and in particular to ensure the stable and secure operation of the Internet's unique identifier systems. In particular, ICANN:

1. Coordinates the allocation and assignment of the three sets of unique identifiers for the Internet, which are
    a. Domain names (forming a system referred to as "DNS");
    b. Internet Protocol ("IP") addresses;
    c. Autonomous System ("AS") numbers; and
    d. Protocol port and parameter numbers.
2. Coordinates the operation and evolution of the DNS root name server system.
3. Coordinates policy development reasonably and appropriately related to these technical functions.

ICANN is non-profit organization dedicated to preserving the operational security and stability of the Internet; to promoting competition; to achieving broad representation of global Internet communities; and to developing policy appropriate to its mission through bottom-up, consensus-based processes.

See www.icann.org for more information.

1.3 Overview of the Initiative

New gTLDs have been in the forefront of ICANN's agenda since its creation. The New gTLD program will open up the top level of the Internet's namespace to foster diversity, encourage competition, and enhance the utility of the DNS.

Currently the namespace consists of over 20 gTLDs and over 200 ccTLDs operating on various models. Each of the gTLDs has a designated "registry operator" according to a Registry Agreement between the operator (or sponsor) and ICANN. The registry operator is responsible for the technical operation of the TLD, including all of the names registered in that TLD. The gTLDs are served by over 900 registrars, who interact with registrants to perform domain name registration and other related services.

The New gTLD program will create a means for prospective registry operators to apply for new gTLDs, and create new options for consumers in the market. When the program launches its first application round, ICANN expects a diverse set of applications for new gTLDs, including IDNs, creating significant potential for new uses and benefit to Internet users across the globe.

The program has its origins in carefully deliberated policy development work by the ICANN community. In October 2007, the Generic Names Supporting Organization (GNSO)—one of the groups that coordinate global Internet policy at ICANN—formally completed its policy development work on New gTLDs and approved a set of 19 policy recommendations. Representatives from a wide variety of stakeholder groups—governments, individuals, civil society, business and intellectual property constituencies, and the technology community— were engaged in discussions for more than 18 months on such questions as the demand, benefits and risks of New gTLDs, the selection criteria that should be applied, how gTLDs should be allocated, and the contractual conditions that should be required for New gTLD registries going forward. The culmination of this policy development process was a decision by the ICANN Board of Directors to adopt the community-developed policy in June 2008. A thorough brief to the policy process and outcomes can be found at http://gnso.icann.org/issues/new-gtlds.

To support the New gTLD applicants through the multi-staged application process, ICANN is establishing an Applicant Service Center (ASC).

Additional details on ICANN's New gTLD program can be found at:
http://www.icann.org/en/topics/new-gtld-program.htm

Section 2.0 Objective, Scope, and Requirements

2.1 Objective

Providing timely and accurate information via a positive experience to New gTLD applicants is of considerable importance for ICANN. ICANN's customers are making a significant commitment when choosing to participate in the New gTLD Application Process.

The purpose of this Request for Proposal (RFP) is to identify a Contact Center Service Provider capable of supporting ICANN's New gTLD Applicant Service Center operations. The Contact Center Service Provider will provide the operational infrastructure and potentially, Tier 1 customer service agents necessary for a timely and professional response to all customer inquiries.

2.2 Contact Center Services Scope

The gTLD Application program will be conducted in discreet rounds with a limited period of time for applicants to register and submit applications. For purposes of this RFP, a round begins with the first day applicants can register and submit applications through when the final application is processed and either accepted or rejected. Accordingly, each round is expected to last approximately 22 months. The Contact Center Service Provider may begin one to two months prior to the start of each round and may only be involved during certain stages of the round (see Figure 1 below), as agreed.

While the actual number of applications is not yet known, ICANN is building a program to handle potentially hundreds of applications in the first round. Applications may be submitted from varying organizational types (e.g., corporate, not-for-profit, government agencies, etc.) and various regions/countries. The scope of the contact center solution includes two parts:
1. Contact center platform
2. Multi-lingual tier-1 customer service agent support

<u>Contact Center Platform</u>

ICANN is seeking to identify a Contact Center Service Provider that can deliver a complete contact center solution. The solution should, at minimum, consist of the elements listed below. Additionally, the solution should be readily configurable, with minimal, if any, development efforts required.

- Capable of operating 24/7/365 and includes the following tools:
  - E-mail response management
  - Web chat
  - Session recording and transcript mailing
  - Self-service Knowledge-base
  - Analytics and Quality System
  Optionally include:

- Telephony Infrastructure, including Computer Telephony Integration (CTI)
- Interactive Voice Response (IVR) technology
- Ability to support multi-lingual communications with customers
- Allows for integration with third-party applications such Business Process Management (BPM) software
- Allows remote access with appropriate permissions and security
- Capable of "warm hand-off" from Contact Center Service Provider's Tier 1 Customer Service agents to ICANN's ASC Tier 2 agents

<u>Multi-lingual Tier 1 Support</u>

ICANN envisions a tiered support approach.

Tier 1 Customer Service agents – are the Contact Center Service Provider's staff. The primary tasks of Tier 1 agents consist of confirming the customer's identity, creating cases, and resolving cases using established scripts. In instances where an issue cannot be resolved via script, the Tier 1 Customer Service agents are expected to thoroughly and accurately record the customer's inquiry, and initiate the escalation process. In performing these tasks, the Tier 1 agents are expected to be able to use typical contact center applications and potentially ICANN's Business Process Management system. If your proposal does not include T1 support, please specify in your response to questions in Section 3.3.

Tier 2 ASC agents – are ICANN's staff. The primary tasks of the ASC Tier 2 agents will be to handle escalated cases and resolve the more complex issues. ASC Tier 2 agents will operate from three (3) locations, California (Marina del Rey), Belgium (Brussels), and Southeast Asia.

Tier 3 support - will be ICANN's subject matter experts capable of providing answers to all questions that are escalated to this level.

ICANN is a global organization and expects to support applicants in the 6 UN languages (English, Spanish, French, Arabic, Russian, and Chinese). Tier 1 agents must be able to communicate with customers in these languages via chat, email, and potentially voice. Alternatively, Contact Center Service Provider can propose a language translation service option.

As Tier 1 Customer Service agents are considered on-demand agents, staffing requirements will vary based on the volume of in-bound inquiries. Contact Center Service Provider is expected to be able to quickly ramp up or down Tier 1 Customer Service Agents based on actual number of in-bound inquiries received. Tables 1A and 1B illustrate various possible in-bound inquiry volumes.

Estimated Daily In-Bound Inquiry Volume								
Average Volume			-25% Volume Scaling			-90% Volume Scaling		
Total	CCSP*	ICANN	Total	CCSP*	ICANN	Total	CCSP*	ICANN
Voice	30	30	0	23	23	0	3	0	3
Email	195	97	98	146	73	73	20	0	20
Chat	75	75	0	56	56	0	7	0	7
TOTAL	300	202	98	225	147	78	30	0	30

	Estimated Daily In-Bound Inquiry Volume								
	Average Volume			-25% Volume Scaling			-90% Volume Scaling		
	Total	CCSP*	ICANN	Total	CCSP*	ICANN	Total	CCSP*	ICANN
Voice	30	30	0	23	23	0	3	0	3
Email	195	97	98	146	73	73	20	0	20
Chat	75	75	0	56	56	0	7	0	7
TOTAL	300	202	98	225	147	78	30	0	30

Table 1A. Various Possible In-bound Inquiry Volumes for Scale-Down Scenarios

CCSP stands for Contact Center Service Provider

	Estimated Daily In-Bound Inquiry Volume								
	Average Volume			+25% Volume Scaling			+90% Volume Scaling		
	Total	CCSP	ICANN	Total	CCSP	ICANN	Total	CCSP	ICANN
Voice	30	30	0	37	37	0	57	57	0
Email	195	97	98	244	122	122	371	185	186
Chat	75	75	0	94	94	0	142	142	0
TOTAL	300	204	96	375	253	122	570	384	186

Table 1B. Various Possible In-bound Inquiry Volumes for Scale-Up Scenarios

Scaling will depend on many factors including the actual number of applications received as well as program stage. Although the actual number of applications cannot be accurately forecasted, we do expect that, in general, the volume of in-bound inquiries will vary by program stage as depicted in the figure below.
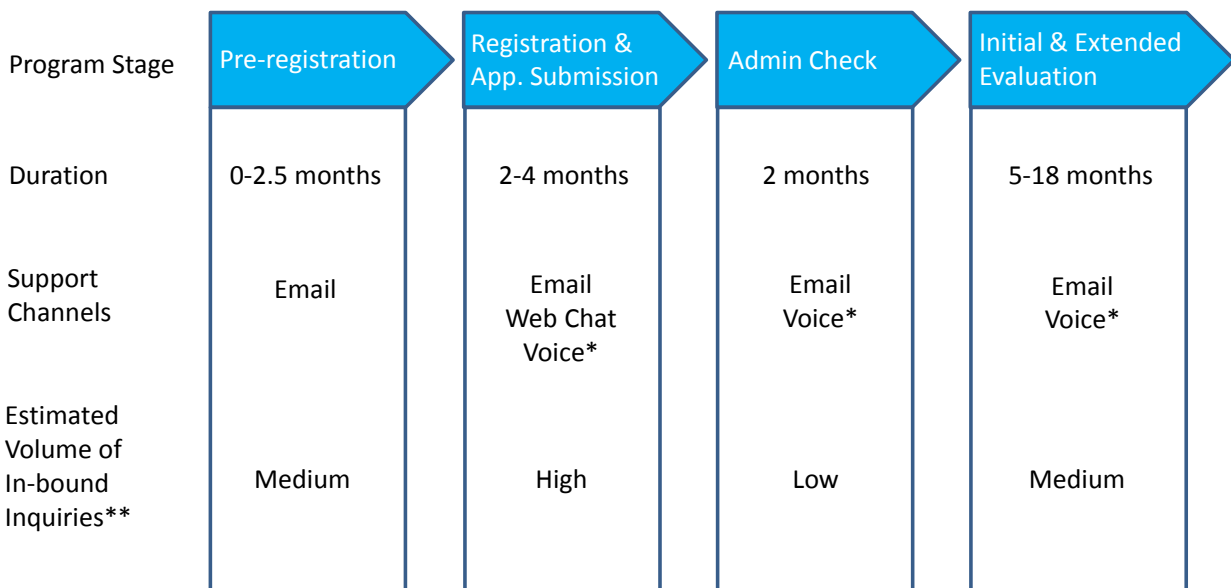
Program Stage	Pre-registration	Registration & App. Submission	Admin Check	Initial & Extended Evaluation
Duration	0-2.5 months	2-4 months	2 months	5-18 months
Support Channels	Email	Email Web Chat Voice*	Email Voice*	Email Voice*
Estimated Volume of In-bound Inquiries**	Medium	High	Low	Medium

Figure 1. In-bound Inquiry Volume Scaling by Program Stage

Voice communications is provided on limited basis only
**Volume of in-bound inquiries is defined as follows:*
High: +90% volume scaling

Medium: Average volume scaling
Low: -25% volume scaling. During Admin Check, low volume would likely reach -90%.

It is expected that on average, each interaction with the customer will take approximately 30 minutes. This is expected for all support channels.

ICANN's ASC Tier 2 agents will be staffed during the operating hours in the local time zones listed below. It is expected that Tier 1 Customer Service agents (capable of supporting the languages listed below) are also available during these hours. In addition, it is expected that Tier 1 Customer Support agents be available to support inquiries that come in outside of the ASC Tier 2 operating hours listed below.

Location	Operating Hours	Languages Supported
Marina Del Rey, California, USA	M-F 8:00AM – 6:00PM PST	English, Spanish
Brussels, Belgium	M-F 8:00AM – 6:00PM CET/CEST	English, Arabic, French, Russian
Southeast Asia	M-F 8:00AM – 6:00PM (TBD HKT or SGT)	English, Mandarin Chinese, Russian

Table 2. ASC Tier 2 agents operating hours and languages supported

ICANN expects that the above languages will be provided during the corresponding operating hours for all channels of communications – email, chat, and potentially voice.

2.3 Required Capabilities and Experience

Contact Center Service Providers must, at a minimum, satisfy the following requirements:
1. Demonstrate ability to deliver a reliable platform for Contact Center 24/7/365 operations.
2. Capable of providing a solution that is readily configurable, with minimal, if any, development required.
3. Able to meet a possible go-live date of 1 November 2011.
4. Possess a thorough knowledge of global Contact Center operational best practices.
5. Have a demonstrated ability to provide solutions supporting the following international languages:
    o Arabic
    o English
    o French
    o Mandarin
    o Russian
    o Spanish
6. Have the ability to scale up or down quickly to meet the demands of in-bound inquiries based on the number of applications received and according to program stage while meeting SLA requirements.
7. Must utilize processes that are compliant with all legal, privacy and data retention requirements in the various jurisdictions involved.

8. Demonstrate a proven ability to integrate with third party applications and services via documented APIs.
9. Present information supporting the organization's overall financial health as an indication of the organization's stability and ability to invest in operational improvements.
10. Able to provide a dedicated team for the configuration and initial start-up phase.
11. Optionally able to provide a dedicated team of Tier 1 Customer Service agents.

If also providing T1 Customer Service staff in the response to this RFP, the Contact Center Service Provider must:
1. Have the ability to engage, or have on staff, T1 agents capable of communicating the languages listed above.
2. Have the ability and systems necessary to incorporate new information and improve the Customer Service agent's response with minimal delay.
3. Commit to a predefined Service Level Agreement (SLA) for responsiveness and quality of response.

Section 3.0 Required Response Items

3.1 Company Overview

1. What characteristics most distinguish your organization from your competitors?
2. Summarize the key points of the proposal including the benefits to the Internet community of engaging your organization.
3. Describe your approach to achieving Customer Satisfaction.
4. Outline the technology platform used in the delivery of the services provided.
5. Describe your system for continuous process improvement.
6. Indicate your position in the Contact Center market.

3.2 Company Information and Background

1. Respondents must provide the following information regarding the organization:
   a. Name
   b. Street Address
   c. City
   d. State, Province or Region
   e. Country of Corporate headquarters
   f. Postal code(s)
   g. Country of Incorporation, if different
   h. Phone
   i. Fax
   j. Website
   k. Name of RFP primary contact
   l. E-mail address for RFP primary contact
   m. Phone for RFP primary contact

2. Please indicate if the organization is a subsidiary of any other company?
   a. If so, please indicate the parent company and how you are managed by the parent (actively or autonomously.)

3. Please indicate if you are an affiliate of (or have as a client) any ICANN accredited registrar, registry or other contracted party or have any ownership interest in any ICANN accredited registrar, registry or other contracted party with ICANN.

4. Please indicate if you provide any advisory or consulting services to potential Applicants or service providers expecting to participate in the New gTLD Program.

5. Please indicate all 3rd party providers you use in delivery of the required services.

6. List 3rd party applications that have previously been integrated with your service platform.

3.3 Qualifications, Approach, Timing

1. Provide an overview of the global resources of your organization including an overview of where you have offices.
2. Provide examples of any relevant thought leadership, background Contact Center industry participation, and publications that highlight your experience.
3. Describe how you will keep ICANN timely informed of any issues related to delivering the services described in this RFP.
4. Describe the processes to be followed for case management, escalation for critical events, and quality control mechanisms used to insure customer satisfaction.
5. Describe your platform's ability to support multi-lingual services including chat, email, case management and translation services. Please include your ability to support additional languages to the 6 UN languages highlighted in this RFP.
6. Describe the IT systems management methodology employed in delivering secure customer voice and data communications.
7. Describe how you provide Contact Center redundancy and failover.
8. Is there any software installation required on the agents or managers desktop systems? If so, please list the required software.
9. Describe how the organization will deliver the services for items listed in section 2.2 and 2.3 of this RFP including its ability to globally scale. Please include:
   - Name and description of any 3rd party organizations that will participate in the delivery of the services.
10. Indicate if your solution will be delivered to ICANN as "Software as a Service" (SaaS).
11. If not a SaaS solution, describe you software's server hardware and operating system requirements.
12. Indicate whether your platform solution is able to integrate with other BPM and/or other CRM applications.
13. Complete Appendix 6.1 – ASC Business Requirements of this RFP. Please indicate whether your platform solution satisfies the requirements as listed with Yes, No, or N/A.
14. Describe your organization's approach to insure a consistent response to inquiries by scripting or other means.
15. Describe the process for determining and reporting any potential conflicts of interest between your organization and any entity or individual applying for a gTLD.
16. Provide names, roles and responsibilities for each key team member engaged in delivering the related services.
17. Provide a high level implementation schedule for the services your organization will deliver to be ready for a potential launch date of 1 November 2011. Include a description of the approach used in delivering the functionality and services provided during the implementation period to meet the schedule requirements.

If offering T1 staffing as a service provider in your response, please answer questions 18-23.

18. Describe your organization's process for hiring and training qualified Contact Center agents.
    - Indicate your T1 Customer Service agent turnover rate per year.

19. For your current Tier 1 Customer Service agents, please provide your Key Performance Indicators (KPI's) for:
    - Average Handle Time
    - Average Answer Speed
    - First Call Resolution
    - Customer Satisfaction
    - Quality
20. Provide examples of training and management oversight provided to T1 Customer Service Agents.
21. If remote agents are engaged, describe how the T1 Customer Service agents are supported, scheduled and managed.
22. Describe how you will satisfy ICANN's multi-lingual T1 staffing requirements. Be sure to include additional language capabilities beyond the 6 UN languages specified in this RFP.
23. Indicate your organization's ability to integrate and use ICANN provided services in the delivery of Tier 1 customer service.

3.4 Estimated Costs

1. List and provide pricing for necessary items in the **Contact Center Start-up Costs** spreadsheet in Appendix 6.2.
2. Provide pricing for necessary items in the **Contact Center Platform Solution Costing** spreadsheet in Appendix 6.3.
3. Complete the **Tier 1 Customer Service Agents Staffing and Costing** spreadsheet in Appendix 6.4.

Section 4.0 Instructions to Respondents

4.1   Definition of Respondent

"Respondent" means any person or firm receiving this RFP or submitting a proposal in response to this RFP.

4.2   Timeline

The following dates have been established as milestones for this RFP. ICANN reserves the right to modify or change this timeline in its absolute discretion.

Item	Target Date
Request for proposals issued	10 June 2011
Final questions from vendors (via email)	24 June 2011
ICANN response to vendor questions	1 July 2011
Final written proposals due	15 July 2011
ICANN and RFP finalists discussions	15 July-July 29 2011
Selection/appointment	Week of 1 August
Potential go-live date	1 November

Table 3. RFP Timeline

4.3   Submission of Proposals

Proposals shall be prepared and submitted in the number, form and format requested by this RFP. Your written proposal should include responses to each of the attached RFP questions. For ease of evaluation, please limit your response to no more than twenty (40) pages, plus necessary appendices, including team resumes. Please arrange to have an electronic copy delivered to mailto:customersupportRFP@icann.org by 23.59 UTC on 15 – July –2011.

4.4   Discrepancies, Omissions and Additional Information

Respondent is responsible for examining this RFP and all addenda. Failure to do so will be at the sole risk of Respondent. Should Respondent find discrepancies, omissions, unclear or ambiguous intent or meaning, or should any question arise concerning this RFP, Respondent must notify ICANN of such findings immediately in writing via email no later 24 June to: mailto:customersupportRFP@icann.org.

Should such matters remain unresolved by ICANN prior to Respondent's preparation of its proposal, such matters must be addressed in Respondent's proposal.

ICANN is not responsible for oral statements made by its employees, agents, or representatives concerning this RFP. If Respondent requires additional information, Respondent must request that the issuer of this RFP furnish such information in writing.

A Respondent's proposal is presumed to represent its best efforts to respond to the RFP. Any significant inconsistency, accuracy, or omission of information required in making a determination of a suppliers ability to perform the services requested, in ICANN's sole determination, raises a fundamental issue of the Respondent's understanding of the nature and scope of the work required and of its ability to perform the contract as proposed and may be cause for rejection of the proposal. The burden of proof as to cost credibility rests with the Respondent.

If necessary, supplemental information to this RFP will be provided to all prospective Respondents receiving this RFP. All supplemental information issued by ICANN will form part of this RFP. ICANN is not responsible for any failure by prospective Respondents to receive supplemental information.

4.5   Receipt and Opening of the Proposal

Proposals in .pdf format will be received by ICANN at the email address shown above until the date and time shown herein. Proposals will be reviewed only by ICANN personnel and consultants as required to complete the evaluation of the Respondent's responses. Failure to deliver a response by the required date may disqualify a Respondent from participating.

4.6   Vendor Questions Regarding the RFP

All questions regarding the RFP must be submitted via email to the following address: mailto:customersupportRFP@icann.org, and received no later than 24 June, 2011. No individual response will be provided to vendors participating in this RFP. Questions may be published and responded to by ICANN in its sole discretion. If published publicly, no indentifying vendor information shall be presented in ICANN's reply. Similar vendor questions and ICANN's corresponding answers will be modified to provide a single, vendor neutral response by 24, June 2011, and will be provided to all vendors participating in this RFP process.

4.6   ICANN Questions for the Respondent after receipt of the RFP response

Throughout the RFP process, ICANN in its sole discretion may contact a Respondent with clarifying technical or business questions about their RFP response. All responses by the Respondent must be via email.

4.7   Proposal Evaluation

ICANN will evaluate Respondent's proposal and other pertinent information to arrive at an award decision. Respondent's entire proposal will be reviewed for responsiveness to the RFP and for clarity and conciseness of the information presented. ICANN will review the information presented to determine which supplier best meets the Contact Center Services Provider criteria.

4.8   Selection of the Contact Center Service Provider

Respondent's proposal will be evaluated by a Selection Committee, using a comprehensive set of criteria. The proposal will be evaluated on the basis of its technical, management and cost merits after a review of all aspects of each category in relationship to the requirements of this RFP. The ultimate basis for the selection will be in the absolute discretion of ICANN.

A partial list of the evaluation criteria follows:
- Is the Respondent's proposed solution capable of meeting the objectives and requirements set forth in this RFP?
- Has the Respondent clearly demonstrated the fee structure to ensure a cost-efficient model?
- Are the Respondent's experience and capabilities clearly stated in the proposal?
- Does the Respondent have the operational experience necessary to deliver the described services?
- Is the response clear and does address the functional requirements provided?
- Has the Respondent demonstrated an ability to scale as necessary?
- Is the requested proposal complete and in the format requested?

Proposals are required to be valid for a minimum of one hundred twenty (120) days following the deadline for submission of the proposal. A proposal may not be modified, withdrawn or canceled by the Respondent for a 120-day period following the deadline for submission of the proposal. The Respondent so agrees to this condition by submission of the proposal.
In addition to the information provided in the vendor's response to this RFP, ICANN may request individual supplier presentations and site visits by ICANN staff or consultants to the vendor's existing Contact Centers as a part of the evaluation.

Section 5.0 Terms and Conditions

5.0   General Terms and Conditions

Submission of a proposal shall constitute Respondent's acknowledgment and acceptance of all the specifications, requirements and terms and conditions in this RFP.

All costs of preparing and submitting its proposal, responding to or providing any other assistance to ICANN in connection with this RFP will be borne by the Respondent.

All submitted proposals including any supporting materials or documentation will become the property of ICANN. If Respondent's proposal contains any proprietary information which should not be disclosed or used by ICANN other than for the purposes of evaluating the proposal, that information should be marked with appropriate confidentiality markings.

5.1   Assessment and Award

ICANN reserves the right, without penalty and at its discretion, to accept or reject any proposal, withdraw this RFP, make no award, to waive or permit the correction of any informality or irregularity and to disregard any non-conforming or conditional proposal.

ICANN is not obliged to accept the lowest priced proposal. Although critical, price is only one of the determining factors for the successful award.

ICANN reserves the right to enter into contractual negotiations and if necessary, modify any terms and conditions of a final contract with the Respondent whose proposal offers the best value to ICANN.

5.2   Disclaimer

This RFP shall not be construed in any manner to create an obligation on the part of ICANN to enter into any contract, or to serve as a basis for any claim whatsoever for reimbursement of costs for efforts expended in responding to this RFP. The scope of this RFP may be revised at the sole option of ICANN at any time. ICANN shall not be obligated by any proposals or by any statements or representations, whether oral or written, that may be made by ICANN, except as provided for in a final approved signed agreement. ICANN shall be held free from any liability resulting from the use or implied use of the information submitted in any proposal.

Section 6.0 Appendices

6.1   **ASC Business Requirements**
6.2   **Contact Center Start-up Costs**
6.3   **Contact Center Platform Solution Costing**
6.4   **Tier 1 Customer Service Agents Staffing & Costing**

Appendix 6.1 - ASC Business Requirements

Please indicate which of the following tools/services your proposal include:

Included in Proposal? (Y/N)	Tool/Service
	Case Management Tool
	Knowledge Base Tool
	Voice Communications Tool
	Web Chat Tool
	Email Communications Tool
	Data Recording Tool
	Workforce Management Tool
	Customer Satisfaction Tool
	Operations Reporting
	Language Translation Services
	Multi-lingual T1 agents

For the tools/services your proposal include (as indicated above), please indicate whether they meet the business requirements outlined here.

Item	Definition
MH	Must Have (Perceived Criticality of Business Requirement)
NTH	Nice To Have (Perceived Criticality of Business Requirement)
General	Overarching categorization for specific tool / solution

#	Category	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
			Case Management Tool Business Requirement	
1	Case Mgmt	MH	Ability to create cases	
2	Case Mgmt	MH	Ability to generate random case numbers	
3	Case Mgmt	NTH	Ability to generate case numbers using business logic (alphanumeric, variable length, specific sequences, etc.)	
4	Case Mgmt	MH	System is able to close (via business rules) a unique ticket number	
5	Case Mgmt	NTH	Auto case completion date generated based on case type with configurable work schedule	
6	Case Mgmt	MH	Linking of multiple interactions or cases	
7	Case Mgmt	NTH	Case opening with multi task assignments simultaneously within multiple workgroups	
8	Workflow	MH	Supports workflows and follow-up activities	
9	Integration	NTH	Pulls customer data from Business Process Management software as a real time interface	
10	Integration	NTH	Ability to integrate with ACD via CTI for screen pop	
11	Scripting	MH	Scripting capability exists for implementing standard scripts for the agents to use as appropriate (e.g. caller authentication script)	
12	Scripting	NTH	Control responses based on script	
13	Usability	MH	Standardized drop down menus - call reasons, pending reasons, enforcement of required fields, etc.	
14	Usability	NTH	Generates frequently asked question (FAQ) lists automatically	
15	Usability	NTH	One page view of participant contact history	
16	Usability	MH	On screen real-time search of the following: Callers, Cases, Tasks, Notes and etc	
17	Contact History	MH	Prior customer records, phone contacts, and email contacts are available to the agent (for open cases and previous customer cases)	
18	Queues	MH	Provides queues to prioritize and route cases	
19	Escalation	MH	System is able to identify and escalate open tickets (via business rules) to other identified parties	
20	Escalation	NTH	1st, 2nd and 3rd level routing of case assignment. For example, when a particular workgroup is not working (e.g. public holiday), the case is to be assigned to another workgroup.	
21	Time-Frames	NTH	Running notes attached to a specific case	
22	Electronic Storage	NTH	Allow attachment of of documents to cases or interactions upto defined limit (TBD)	
23	Electronic Storage	MH	Stores e-mails or other electronic documents associated with a specific case	

#	Category	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
			Case Management Tool Business Requirement	
24	Security	MH	Prevents unauthorized access to records and track changes to customer information	
25	Security	MH	Access controls in place to segment viewing of content by users and groups, both internally and externally	
26	Reporting	MH	Provide reporting such as number of cases open, number of cases closed, average time cases were open, number of cases escalated, etc.	
27	Reporting	MH	Track case SLAs and ensure they are not being missed	
28	Case Mgmt	MH	Tool can readily calculate First Contact Resolution (FCR) rates via automated collection and reporting of as an out-of-the-box report feature	
29	General	NTH	Support Single Sign-On (SSO)	

#	Category	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
		Knowledge Base Tool Business Requirement		
1	Usability	MH	Allows the organization to capture, house and share important information that customer service agents must know	
2	Usability	MH	Intuitive so information can be easily found	
3	Usability	MH	Navigation menu functionality	
4	Usability	MH	Robust search functionality	
5	Usability	MH	Supports shortcuts to commonly used pages be easily accessible	
6	Usability	MH	Mouse-over terms description	
7	Usability	MH	Glossary	
8	Real-Time Updates	MH	Allow for real time updates	
9	Real-Time Updates	MH	Ability to receive updates as the information becomes available	
10	Language Support	MH	Supports multiple languages in the content of the knowledge base	
11	Custom fields	MH	Supports custom fields	
12	Custom fields	NTH	Assign custom fields to multiple knowledge items	
13	Article Creation	MH	Unlimited articles	
14	Article Creation	MH	Article versions history	
15	Article Creation	MH	Article versions comparison	
16	Article Creation	NTH	Roll-back to previous article version	
17	Document Import	MH	CSV	
18	Document Import	MH	XLS	
19	Document Import	MH	Word documents	
20	Document Export	MH	PDF	
21	Statistics	NTH	Most viewed articles	
22	Statistics	NTH	Most rated articles	
23	Statistics	NTH	Most discussed articles	
24	Statistics	NTH	Most popular categories	
25	Statistics	NTH	Most popular search queries	
26	Statistics	NTH	Most popular failed search queries	
27	Statistics	NTH	Authors summary	
28	Statistics	NTH	Articles per author	
29	Statistics	NTH	Author popularity	
30	General	MH	Completely web based knowledge base	
31	General	MH	Cross browser compatibility (Internet Explorer, Firefox, Safari, etc.)	
32	General	NTH	Support Single Sign-On (SSO)	

#	Category	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
	Voice Communications Tool Business Requirement			
1	Telephony Circuits	MH	Inbound circuits	
2	Telephony Circuits	MH	Outbound circuits (for call transfers and agent	
3	Automatic Call Distributor (ACD) & agent phones	MH	Enforce hours of operation for the center (e.g. 8am - 8pm EST)	
4	Automatic Call Distributor (ACD) & agent phones	MH	Ability to broadcast a message to the caller (e.g. center is experiencing long wait times due to inclimate weather)	
5	Automatic Call Distributor (ACD) & agent phones	MH	Configurable broadcasting messages	
6	Automatic Call Distributor (ACD) & agent phones	MH	Provides menu options to the user in multiple languages	
7	Automatic Call Distributor (ACD) & agent phones	MH	If agent not available, calculate and play an estimated caller wait time and queue the call	
8	Automatic Call Distributor (ACD) & agent phones	MH	Plays a specific message if wait time is above a certain threshold (e.g. 180 seconds)	
9	Computer Telephony Integration (CTI)	NTH	Capture data input from caller (e.g. phone number for screen pop as appropriate)	
10	Routing	MH	Routes the call to agent when agent becomes	
11	Routing	MH	Routes the call to outside resource as applicable (e.g. internal groups, external third-parties)	
12	Automatic Call Distributor (ACD) & agent phones	MH	Ability to place a caller on hold	
13	Automatic Call Distributor (ACD) & agent phones	MH	Ability to allow agent to go into After Call Work state	
14	Automatic Call Distributor (ACD) & agent phones	MH	Ability to allow agent to go into not available state	
15	Transfer	MH	Ability to transfer a call (warm transfer)	
16	Transfer	MH	Ability to transfer a call (cold transfer)	
17	Conference	MH	Ability to enable conference calling (i.e. third party language translation services)	
18	Reporting	MH	Provide reporting such as inbound calls per hour, Handling Time by hour, Call Transfers by hour, dropped calls, etc.	
19	General	NTH	Support Single Sign-On (SSO)	
20	Integration	MH	Ability to integrate with ICANN's existing telephony systems	

#	Category	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
			Web Chat Communications Tool Business Requirement	
1	Integrated Web	MH	Enablement of text chat on any web portal	
2	Integrated Web	MH	Allow customers to converse with agents by entering text questions into their internet browsers and receive text responses from agents in real time	
3	Integrated Web	MH	Provide usage of pre-populated responses and field codes	
4	Security	MH	Provide flexible security (enable certain data fields to be hiden from customer or agent as appropriate)	
5	Integrated Web	MH	Enable file sharing	
6	Integrated Web	MH	No applet should be required on customer web site	
7	Integrated Web	NTH	Allows customers to see if agent is active in conversation	
8	Routing	MH	Leverage web user information for routing	
9	Routing		Ability to transfer the chat sessions:	
10	Routing	NTH	a) To another agent	
11	Routing	NTH	b) Back to queue	
12	Routing	NTH	c) To a supervisor for assistance	
13	Routing		Enablement of chat conferencing:	
14	Routing	NTH	a) With other agents	
15	Routing	NTH	b) With supervisors	
16	Agent capacity	MH	Enablement of multiple chat sessions for a single agent	
17	Agent capacity	NTH	Provide wait-time indicators on agent desktop for multi-chat management	
18	Transcript	NTH	Optionally email chat transcript to end customer	
19	Transcript	NTH	Ensure chat transcripts emailed to customer do not include comments from supervisor during any monitoring process, but does if reviewed internally	
20	Transcript	MH	Ensure transcripts of session texts are saved in the customer history for agent reference	
21	Templates	MH	Standard Response Templates are available to pre-populate as necessary (in order to manage and standardize replies to common customer inquiries or concerns)	
22	Recording	NTH	Ability to record web chats	
23	Quality Monitoring	NTH	Provide integrated monitoring enabling supervisors to silently monitor chat interactions	
24	Reporting	MH	Provide integrated reporting within the tool (number of agents answering chat, number of chats per day, etc.)	
25	General	NTH	Support Single Sign-On (SSO)	

#	Categories	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
			Email Communications Tool Business Requirement	
1	E-mail Response Management	MH	Receive and Handle E-mail Notification	
2	E-mail Response Management	MH	Receive and Handle General Customer Questions	
3	E-mail Response Management	MH	Receive and Handle E-mail Notification of Undeliverable Mail	
4	E-mail Response Management	MH	Receive and handle Spam	
5	E-mail Response Management	MH	Originating an Outbound E-mail to a Customer	
6	E-mail Response Management	MH	Originating an Outbound E-mail to a Third Party	
7	E-mail Response Management	MH	Handling an E-mail That Requires Escalation	
8	E-mail Response Management	MH	Ability to support a web-based email form in multiple languages	
9	Escalation		Message escalation will be able to be performed by the following methods:	
10	Escalation	MH	a.) Manually	
11	Escalation	MH	b.) Automatic routing base on selected categories on the web form	
12	Escalation	MH	c.) Automatic escalation by system if a message sits in a queue too long and times o (note, time out parameters are configurable for each queue)	
13	Routing	MH	Messages can be routed to appropriate manager for approval	
14	Routing	NTH	If a message is responded to by an alternate user while another user is out (i.e. Vacation Mode), a reply from the customer will get routed to the original user when they return (the alternate user will have to perform this manually)	

#	Categories	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
	Email Communications Tool Business Requirement			
15	Routing	MH	Future messages from the same customer, which arrive within a specified time period after the reception of their original message, will be assigned the same case number and will be directed to the same system user who fielded the original message	
16	Routing	MH	Ability to Forward and Track e-mail inquiries to non-E-mail Response system users	clarify with Brad
17	Auto Acknowledgement	MH	Immediately reply to sender, acknowledging receipt of their e-mail and indicating the approximate time within which they will receive a return communication	
18	Auto Acknowledgement	NTH	System will provide a tracking number within the auto acknowledgement allowing customers reply to the acknowledgement and have this reply assigned to the same case	
19	Categories and Response Templates	MH	Standard Response Templates are available to pre-populate as necessary (in order to manage and standardize replies to common customer inquiries or concerns)	
20	Categories and Response Templates	NTH	Templates are provided when a message is categorized, and are automatically directed into the outgoing message window, where they can be further modified or sent as is	
21	Response Templates	MH	Administrators of the system have access to modify the categories and their associated response templates	
22	Categories and Response Templates	NTH	Multiple categories can be selected for each message, allowing agents to supply answers to messages containing more than one question	
23	Categories and Response Templates	MH	Categories will allow system managers to specify all individuals who will receive a copy of the message when the message is assigned to a chosen category and sent (i.e. legal automatically get a copy of certain messages, etc.)	
24	Categories and Response Templates	NTH	Categories will allow system managers to specify which categories, when chosen, will keep case ownership after the message is sent to the customer	
25	Customer Message History	MH	System will allow agents to review detailed customer e-mail history (not just specific case but all e-mails from customer)	
26	Spell Check	MH	A spell checker will be utilized on all outgoing e-mails and provide multi-lingual support	

		Email Communications Tool Business Requirement		Meets Requirements? (Y/N/NA)
#	**Categories**	**Perceived Criticality**	**High Level Requirement**	
27	Admin Usability	MH	System will allow for administration of system users including: - Add new users - Delete existing users - Modify user profile and preferences (standard phrases, vacation mode)	
28	Admin Usability	MH	System will allow for administration of content (categories/response templates) including: • Add new categories/response templates • Delete categories/response templates • Modify categories/response templates (text)	
29	Admin Usability	MH	System will allow for administration of e-mail processing (queues/rules) including: • Add new rules to properly route and categorize messages • Add new queues as organizational structure changes • Change dynamics of queues as needed (i.e. timeout parameters, escalation, assigned users, queue priority)	
30	Reporting Requirements	MH	System will track e-mail messages based on status, time in queue, and action taken in order to escalate or re-route e-mails that are not being acted upon in an appropriate time period	
31	Reporting Requirements	MH	Managers will have the ability to monitor the number of unanswered messages, and the amount of time they have been in a particular queue or user's inbox	
32	Reporting Requirements		System will provide basic tracking of all e-mail messages on an individual e-mail basis, specifically:	
33	Reporting Requirements	MH	a) When they were received into system	
34	Reporting Requirements	MH	b) When they were downloaded into a user's inbox	
35	Reporting Requirements	MH	c) If and when they were re-routed or escalated	
36	Reporting Requirements	MH	d) Which user replied to the customer	
37	Reporting Requirements	MH	e) Amount of time taken to respond/resolve	
38	Reporting Requirements	MH	f) Total e-mails	

#	Categories	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
		Email Communications Tool Business Requirement		
39	Reporting Requirements	MH	System shall produce a report outlining the categories, their hierarchy (parent categories and their corresponding sub-categories), and the contents of a response template associated with this category	
40	Reporting Requirements		System will provide basic reporting capabilities on all e-mail messages specifically by:	
41	Reporting Requirements	MH	a) Customer	
42	Reporting Requirements	MH	b) Category	
43	Reporting Requirements	MH	c) Queue	
44	Reporting Requirements	MH	d) System User	
45	Reporting Requirements	MH	Supervisors, administrators and other appropriate persons can be set up with the software needed to run reports	
46	General	NTH	Support Single Sign-On (SSO)	

#	Category	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
	Business Requirement			

#	Category	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
1	Recording (Call)	MH	Quality Monitoring / Compliance Recording system must integrate with ACD (recording call) and agent desktop (recording agent desktop activities) to record call	
2	Recording (Web Chat)	MH	Quality Monitoring / Compliance Recording system must integrate with Web Chat solution and agent desktop (recording agent desktop activities) to record Web Chat	
3	Recording (Email)	MH	Quality Monitoring / Compliance Recording system must integrate with email solution and agent desktop (recording agent desktop activities) to record Email	
4	Recording (Call)	MH	Ability to ask permission from caller to record the call (to comply with Consent-To-Record legislation)	
5	Recording (Call)	MH	Ability to not record Personally Identifiable Information in an automated fashion	
6	Recording (Call)	MH	Ability to reference call recording as necessary	
7	Recording (Web Chat)	MH	Ability to reference Web Chat recording as necessary	
8	Recording (Email)	MH	Ability to reference Email recording as necessary	
9	Recording (Call)	MH	Ability to randomly select agent (for Quality Monitoring activities)	
10	Recording (Web Chat)	MH	Ability to randomly select agent (for Quality Monitoring activities)	
11	Recording (Email)	MH	Ability to randomly select agent (for Quality Monitoring activities)	
12	Quality Monitoring	NTH	Ability to access Call Quality Evaluation Form from a specific location (for Quality Monitoring activities)	
13	Quality Monitoring	NTH	Storage location for Call Quality Evaluation Form (for Quality Monitoring activities)	
14	Reporting	MH	Reporting exists providing summaries of Quality Monitoring results on a daily basis	
15	Reporting	MH	Reporting exists to support specific agent Quality Monitoring searches across multiple days (days configurable)	
16	General	NTH	Support Single Sign-On (SSO)	

#	Category	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
			Workforce Management Tool Business Requirement	
1	Forecasting	MH	Planning - ability to use historical data available in order to accurately forecast call volume, handle time, and staff shrinkage by call type	
2	Scheduling	NTH	Capacity planning - ability to identify and lock in capacity required to meet service-level targets efficiently	
3	Scheduling	MH	Staff scheduling - ability to design and manage an efficient staff scheduling system including typical shifts and PTO planning	
4	Scheduling	MH	Activity management - ability to schedule department-planned off-phone activities around demand spikes	
5	Real-Time Adherence	NTH	Adherence - ability to drive high schedule adherence	
6	Real-Time Adherence	NTH	Schedule optimization - ability to adjust schedules to mitigate last minute shifts in demand or capacity	
7	Real-Time Adherence	NTH	Real-time management - ability to monitor demand in real time and flex workforce accordingly	
8	Reporting	MH	Solution provides the ability to report based on role and organizational scope of responsibility.	
9	Reporting	NTH	Solution provides the ability to enable a report for public or private view.	
10	Reporting	MH	Solution provides the ability to save reports for future viewing.	
11	Reporting	NTH	Solution provides the ability to filter and view employees based on a set of criteria (e,g, hire date, supervisor, etc,).	
12	Reporting	NTH	Solution can report schedule adherence by agent, agent group, and/or entire staff.	
13	Reporting	MH	Solution allows for raw data be exported from the application.	
14	Reporting	NTH	Solution allows for user-definable reports.	
15	General	NTH	Support Single Sign-On (SSO)	

#	Category	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
Customer Satisfaction Tool Business Requirement			
1	General	MH	Automated, survey sent out based on configurable business rules	
2	General	MH	Interacts with case management tool to provide reference to the case number	
3	General	MH	Survey questions can be easily modified	
4	General	MH	Reporting exists providing summaries of C-SAT results on a configurable basis	
5	General	NTH	Reporting exists to support specific agent searches across multiple days (days configurable)	
6	General	NTH	Support Single Sign-On (SSO)	

	Language Translation Services Business Requirement			
#	Category	Perceived Criticality	High Level Requirement	Meets Requirements? (Y/N/NA)
1	Services	MH	Live over-the-phone communication or translation services in the 6 UN languages (Arabic, English, French, Mandarin, Russian, Spanish)	
2	Services	MH	Live support capabilities available 24 X 7 X 365	
3	Services	MH	Flexibility to staff various call volume spikes	
4	Services	MH	Established privacy policies to ensure compliance with applicable legislation	
5	Services	NTH	Telephony systems and infrastructure for providing language translation services (if appropriate) all in house with vendor	
6	Reporting	MH	Transparent reporting available to manage language services provided	

	Operations Reporting Tool Business Requirement			
#	Category	Perceived Criticality	High Level Requiremment	Meets Requirements? (Y/N/NA)
1	Intra-Day Report (Voice, Chat, E-mail)	MH	Metrics necessary to measure Service Level	
2	Intra-Day Report (Voice, Chat, E-mail)	MH	Metrics necessary to measure First Contact Resolution	
3	Intra-Day Report (Voice, Chat, E-mail)	NTH	Metrics necessary to measure Agent Adherence to Schedule	
4	Intra-Day Report (Voice, Chat, E-mail)	NTH	Metrics necessary to measure Forecast Accuracy	
5	Intra-Day Report (Voice, Chat, E-mail)	MH	Metrics necessary to measure Customer Satisfaction	
6	Intra-Day Report (Voice, Chat, E-mail)	MH	Metrics necessary to measure Contact Quality	
7	Intra-Day Report (Voice, Chat)	MH	Metrics necessary to measure Abandonment	
8	Intra-Day Report (Voice, Chat, E-mail)	MH	Metrics necessary to measure Average Handle Time	
9	Intra-Day Report (Voice, Chat, E-mail)	MH	Metrics necessary to measure Opened Tickets Aged	
10	Intra-Day Report (Voice, Chat, E-mail)	MH	Contacts by defined category(ies) for voice, Web Chat, and Email channels	

Appendix 6.2 - Contact Center Start-up Costs

	Task	Cost	Description	Assumptions
	List the start-up tasks here	Provide the cost for the start-up tasks listed in the previous column	Provide a description of (1) start-up task; (2) cost; (3) time for ramp-up	List any assumptions you have made
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

Appendix 6.3 - Contact Center Platform Solution Costing

	Platform Component	Cost	Description	Assumptions
	List the platform components here	Provide cost breakout for each platform component	Provide a description of the costs provided (e.g. per user/per month/etc.)	List any assumptions you have made for the costs provided
1	Customer Relationship Manament / Case Management System			
2	Email			
3	Chat			
4	Knowledge Base			
6	Voice			
7	List any other components of your proposed platform here			
8				
9				
10				
11	Bundled platform solution (including CRM/case management system)			
12	Bundled platform solution (excluding case management system)			

Appendix 6.4 - Tier 1 Customer Service Agents Staffing and Costing

Assumption: It is estimated that on average, an inquiry will require approx. 25 minutes of the Agent's time

	Average #	Tier 1 Agents Handles	% of Average # of In-bound Inquiries	Number of Tier 1 Agents Proposed	Tier 1 Agent Cost	ICANN's Tier 2 Agents Handles	% of Average # of In-bound Inquiries
In-bound Inquiries Per Day							
Voice	30	30	100%			0	0%
Email	195	97	50%			98	50%
Web Chat	75	75	100%			0	0%
TOTAL	**300**	**202**				**98**	

Describe the cost structure for the Tier 1 Agent cost provided above (e.g. per agent? Per month? Other?)

If any, indicate the cost differential for Tier 1 agents with the ability to communicate in the international languages described in section 2.3.5. If you propose using a language translation service in lieu of multi-lingual T1 agents, please specify the cost for the translation service here.

Provide cost structure to offer additional language capabilities beyond the 6 UN languagess specified in this RFP.

Describe how your cost structure will vary for the following scaling scenarios:

-90% Contact Volume:

-25% Contact Volume:

+25% Contact Volume:

+90% Contact Volume:

Describe how your ramp up/down plan to meet this scaling scenario, including any associated costs.