PART 1 – RFP DOCUMENT

1. Executive Overview

This Request for Proposal (RFP) is issued by TelcoX, a leading telecommunications provider in Europe, to solicit proposals from qualified vendors for the implementation of a comprehensive telecom transformation program, codenamed "TelcoX NextGen." The program aims to modernize our legacy systems, converge mobile and fixed-line services, and enhance operational efficiency through a greenfield COTS-based solution stack. Vendors are invited to propose a full end-to-end solution covering implementation, data migration, process reengineering, and ongoing managed services.

The RFP seeks a strategic partner capable of delivering a turnkey solution within 12 months, with a Ready for Service (RFS) date of January 1, 2027. Proposals must address all mandatory requirements, including at least five hard compliance conditions outlined in Section 10. Ambiguities in requirements (e.g., exact scalability thresholds) should be clarified in vendor queries by the deadline specified in Section 11.

Key objectives include reducing time-to-market for new products by 50%, achieving 99.99% system availability, and ensuring seamless migration of 5 million subscribers without service disruption. Cross-references to Scope of Work (Section 3) and Migration Requirements (Section 6) must be explicitly addressed.

2. Background and Transformation Objectives

TelcoX operates in a competitive market with over 10 million subscribers across mobile, fixed broadband, and enterprise services. Our current infrastructure relies on siloed legacy systems from the 1990s, leading to high operational costs (OPEX at 25% of revenue), slow product launches (average 6 months), and fragmented customer experiences.

Transformation objectives:

- Converge OSS/BSS stacks for unified billing, provisioning, and customer care.

- Implement agile processes aligned with eTOM framework to support rapid campaigns and promotions.

- Migrate legacy data with 99.5% accuracy, minimizing downtime to under 4 hours.

- Establish a governance model for managed services, including SLAs for 95% first-call resolution in customer operations.

- Achieve cost savings of 30% through automation and cloud-hybrid architecture.

Vendors must demonstrate experience in similar transformations (e.g., at least 3 projects > €50M in value). Refer to Evaluation Criteria (Section 12) for scoring.

3. Scope of Work

The scope includes:

- Design, build, test, and deploy a COTS-based solution stack (e.g., CRM, Billing, Mediation, RA/FMS).

- Business process reengineering for 20+ processes in marketing, sales, network management, financials, and customer operations.

- Data center setup in Amsterdam, Netherlands.

- Integration with external systems (see Section 7).

- Data migration from legacy mobile and internet platforms.

- Training for 500 users and go-live support.

- 3-year managed services post-go-live.

Out-of-scope: Hardware procurement (TelcoX will provide), but vendors must specify requirements.

4. Implementation Requirements

Project Phases

Vendors must propose a 5-phase approach: Analysis, Design, Build, Test, Deploy. Each phase must include deliverables, timelines, and dependencies. Phase durations are ambiguous for complex integrations; vendors should assume 12-month total timeline.

Quality Gates

At least 3 quality gates are mandatory:

- QG1: End of Design – Signed-off FSD, architecture, and risk register.

- QG2: End of Build – Unit-tested components and interface mocks.

- QG3: End of Test – UAT completion with <5% defect rate.

Gates include retry logic: Up to 2 retries per gate with escalation to governance board if failed.

Governance Model

Establish a three-tier governance: Operational (weekly meetings), Program (monthly), Executive (quarterly). Include RACI for all processes. Vendors own project management; TelcoX provides SMEs.

Risk Management

Provide a risk register with at least 10 risks, probabilities, impacts, and mitigations. Mandatory: Address data migration risks.

Change Management

Follow ITIL-based process. All changes require impact analysis; major changes (>10% effort) need TelcoX approval.

5. Technical Architecture Requirements

High-Level Architecture

Propose a multi-tier architecture (presentation, application, data) compliant with TM Forum standards. Support hybrid cloud (AWS/Azure) with on-prem failover.

System Stack

Mandatory: COTS products for Billing (e.g., Unicorn), Mediation (e.g., Pegasus), CRM (e.g., MS Dynamics), BI (e.g., Business Objects), RA/FMS (e.g., ECtel).

Data Center Requirements

Setup in Amsterdam: 10 servers min, redundancy (N+1), 99.99% uptime. Include civil, cabling, power, and AC specs.

Infrastructure Constraints

Geographic: EU-only data residency. Scalability: Handle 10M subscribers +20% growth. Ambiguous: Define "high availability" thresholds in proposal.

6. Migration Requirements

Legacy Data

Migrate 5M mobile and 2M fixed subscribers, including CDRs, contracts, and balances.

Migration Strategy

Greenfield approach: Build new stack, then migrate in batches. Include dry runs (3x) and parallel runs (1 month).

Parallel Runs

Run legacy and new systems concurrently; reconcile discrepancies daily.

Acceptance Criteria

99.5% data accuracy, zero P1 incidents during cutover. Hard compliance: No data loss.

7. Interface Requirements

From	To	Description	Interface Type	Ownership
CRM	Billing	Sync customer data and orders	SOAP API	Vendor
Mediation	Network	Collect CDRs for usage processing	File Transfer	Vendor
Billing	RA System	Feed rated events for assurance	REST API	Vendor
CRM	Provisioning	Activate services on network	JMS Queue	Vendor
External Payment Gateway	Billing	Process payments and refunds	HTTPS	TelcoX
Fraud System	CRM	Alert on suspicious activities	Event Bus	Vendor
BI Tool	Data Warehouse	Extract reports and KPIs	ETL Batch	Vendor
Self-Care Portal	CRM	Customer self-updates	Web Service	Vendor

Vendors must implement all; ownership indicates primary responsibility. Cross-reference to Section 5 for architecture.

8. Process Description Requirements

Provide descriptions for all in-scope processes using the template below. Mandatory: At least 20 processes; include 3 examples here.

Process Name: Product & Price Management

Short Description: Create, update, or delete commercial products including prices and rules. **Process Goals:** Launch configured products in market with ROI >15%. **Channel:** Multi-channel (Shop, Online, Dealer). **RACI Matrix:** Accountable: Marketing Head; Responsible: Product Managers; Consulted: Finance, IT; Informed: COO. **KPI:** Concept-to-Market time <4 weeks; ROI on development >20%. **Input Data:** Market analysis, product specs. **Output Data:** Configured products, FAQs, training materials. **Pre-Condition:** Business case approval. **Post-Condition:** Products live in systems. **Process Duration:** 2-6 weeks. **Process Flow:**

1. Assess market need (Product Mgr).
2. Conceptualize product (Product Mgr).
3. Develop tariffs (Finance/Marketing).
4. Business case approval (Finance).
5. Configure in systems (IT).
6. Test product (IT/Customer Care).
7. Create FAQs (Marketing).
8. Train channels (Marketing).
9. Launch (Marketing).
10. Monitor ROI (Finance). **Error Handling Procedures:** Retry configuration up to 3x; escalate to IT if failed.

Process Name: Campaigns & Promotions

Short Description: Define, execute, and analyze campaigns. **Process Goals:** Achieve >10% uplift in sales. **Channel:** All channels. **RACI Matrix:** Accountable: Marketing Mgr; Responsible: Product Mgr; Consulted: Sales; Informed: COO. **KPI:** ROI on campaigns >150%; Conversion rate >5%. **Input Data:** Target audience, budget. **Output Data:** Campaign results report. **Pre-Condition:** Approved brief. **Post-Condition:** Campaigns modeled in systems. **Process Duration:** 1-2 weeks. **Process Flow:**

1. Define brief (Product Mgr).
2. Set investments (Marketing).
3. Approve (Finance).
4. Develop collaterals (Marketing).
5. Model in systems (IT).
6. Train users (Sales).

7. Execute (Channels).

8. Review results (Marketing).

9. Modify if needed (Product Mgr).

10. Close out (Finance). **Error Handling Procedures:** If modeling fails, rollback and notify IT; escalate if >2 failures.

Process Name: Sales Channel Management

Short Description: Manage sales org structure and bonuses. **Process Goals:** Optimize commissions for >10% sales growth. **Channel:** Indirect/Direct. **RACI Matrix:** Accountable: Sales Head; Responsible: Finance; Consulted: IT; Informed: COO. **KPI:** Return on commissions >200%; Conversion rate >15%. **Input Data:** Sales plans, hierarchies. **Output Data:** Modeled bonus plans. **Pre-Condition:** Approved targets. **Post-Condition:** Payouts processed. **Process Duration:** 4-6 weeks. **Process Flow:**

1. Define targets (Sales).

2. Set parameters (Finance).

3. Model hierarchy (IT).

4. Develop plans (Sales/Finance).

5. Trial run (IT).

6. Check consistency (Finance).

7. Sign-off (Stakeholders).

8. Run cycle (IT).

9. Pay out (Finance).

10. Report (Sales). **Error Handling Procedures:** For payout errors, reconcile manually; escalate to finance if discrepancy >5%.

9. Commercial Requirements

Pricing: Fixed price for implementation (<€100M); T&M for managed services. Breakdown: 40% software, 30% services, 30% support. Milestone payments: 20% on contract, 30% post-QG1, etc. SLA penalties: 5% credit per missed KPI (e.g., migration accuracy <99%). Include risk margin (5-10%) for ambiguities.

10. Legal & Compliance Requirements

Hard Compliance Conditions:

1. EU GDPR compliance; data residency in Netherlands.

2. ISO 27001 certification mandatory.

3. Liability capped at contract value; unlimited for gross negligence.

4. No subcontracting without approval.

5. Audit rights for TelcoX.

Data protection: Encrypt all PII. Geographic: No offshore development.

11. Submission Format Requirements

PDF format, <100 pages. Include coverage matrix (Req ID → Response Section). Queries by Oct 1, 2026.

12. Evaluation Criteria

Technical (40%), Commercial (30%), Experience (20%), Innovation (10%). Minimum 70% pass.

PART 2 – VENDOR RESPONSE

1. Executive Overview

VendorY proposes a €85M fixed-price solution for TelcoX NextGen, leveraging our mASTER™ methodology. We commit to RFS by Jan 1, 2027, with 99.99% availability and full compliance to hard conditions.

2. Background and Transformation Objectives

We align with TelcoX objectives, drawing from 5 similar projects (e.g., EuroTel migration of 8M subs).

3. Scope of Work

Full coverage as per RFP; we include optional BI enhancements.

4. Implementation Requirements

Project Phases (5-Phase Approach)

1. Analysis: Requirements capture, gap analysis (3 months).

2. Design: FSD, architecture (2 months).

3. Build: Config/customize, interfaces (3 months).

4. Test: SIT/UAT (2 months).

5. Deploy: Migration, go-live (2 months).

Quality Gates

QG1: Design sign-off (retry 2x, escalate to board). QG2: Build complete (defect <10%). QG3: UAT pass (accuracy >99%).

Governance Model

Three-tier as per RFP; RACI for all. We own PMO.

Risk Management

Risk Register (sample):

Risk	Prob	Impact	Mitigation
Data migration delay	Med	High	3 dry runs

Risk	Prob	Impact	Mitigation
Integration failure	High	High	Mock testing

Change Management

ITIL process; impact analysis mandatory.

5. Technical Architecture Requirements

High-Level Architecture

Multi-tier, TM Forum compliant, hybrid cloud.

System Stack

Unicorn Billing, Pegasus Mediation, etc., as RFP.

Data Center Requirements

Amsterdam setup: 12 servers, N+1 redundancy.

Infrastructure Constraints

EU data residency; scalability to 12M subs.

Architecture Mapping: See PART 3.

6. Migration Requirements

Strategy: Greenfield build, batch migration. Dry runs x3, parallel 1 month. Acceptance: 99.5% accuracy.

7. Interface Requirements

Implementation Plan: All via APIs/queues; we own 6/8. Testing in Phase 4.

8. Process Description Requirements

Full 20 processes provided in appendix; examples match RFP templates with customizations (e.g., added KPIs).

9. Commercial Requirements

Pricing: €85M = (Software €34M) + (Services €25.5M) + (Support €25.5M). Risk margin 7% for ambiguities. Milestones: 20% contract, 30% QG1, 20% QG2, 20% QG3, 10% go-live.

10. Legal & Compliance Requirements

1. GDPR: Compliant, EU servers.

2. ISO: Certified.

3. Liability: Agree cap.

4. Subcontract: None.

5. Audit: Granted.

11. Submission Format Requirements

Compliant; coverage matrix below.

12. Evaluation Criteria

We excel in all; 100% technical fit.

Coverage Matrix: See PART 3.

Training Program: 4 weeks, role-based for 500 users.

PART 3 – STRUCTURED DATA OUTPUT

JSON

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JSON

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