



AIR CANADA

10/16/2017

Request for Proposal

IT Operations, Customer Service and
Innovation

Provided By

VENDOR MANAGEMENT DEPARTMENT
(SHIVANK)

INTRODUCTION

Air Canada, a flag carrier and the largest passenger carrier airlines of Canada founded in 1937 currently operating in more than 182 destinations around the globe grabs your attention in order to be get chance to be a vendor with this prestigious Airlines company and help in upgrading its current I.T. databases, Applications and software through innovation and implementing fully integrated smart IT technology which could help in better management and handling of the operations by the field team, on site team or the airlines crew.

This RFP requires the capabilities of the vendors in the field of Information Technology for supporting the current and upgrading the services of Air Canada. This RFP expands the scope including the departments of Customer service, Commercials and operations to advance and enhanced IT services through development of smart view component in dynamic flight tracking and fleet monitoring systems. The additional features such as monitoring of weather and NOTAM is predicted to help both flight and dispatch crew members in better understanding of flight operation and handling. Our company anticipates that by achieving the technological advancements will help us to gain profitability and better business through inhouse approach of application development and maintenance while company foresees the working of vendor over at the company's headquarter and providing all the concerned software to the departments related to the company hence growing with the company. It is important for the vendor to abide by the rules and policies of the company which are mentioned in Contents section and be responsive of local needs to uplift the current levels for getting selected.

CONTENT

OVERVIEW AND BUSINESS CONTEXT OF INITIATIVE

The prime objective of this RPF is to issue a tender to implement and make advancements in the current Information Technology services of Air Canada to obtain high processing rate and minimize input cost. This implementation should ensure flexibility in terms of storage usage and cost and shall continue to provide with updated and improved high quality to the service levels to the customer of Air Canada. Also, it should enable employee of programming team to focus of new application development environment, hence reducing the amount of discretionary enhancement within the existing workspace and applications.

CONTEXT OF INITIATIVE

This document of Request for Proposal is a core component for selection of vendor. Hereby follows some of the key business drivers that are common across most of the business divisions, apart from the business division having their own justified business case:

- Sales tax exemption for FTP downloads of software
- Our Company's standard payment terms are Net 45 days
- Annual maintenance/support fee based on 15% of net license cost.
- All list pricing to be fixed for one year and reflect perpetual licenses. Annual list price increases also not to exceed CPI or 3%, whichever is less.
- Potential deal to be applicable to all Air Canada's subsidiaries (40% ownership)
- Discount levels fixed for term of agreement.
- Details on service levels, frequency and number of upgrades, etc. that we obtain for our maintenance/support fee.
- Discount off established rates for training and consulting services, including setup/configuration/installation of software.

GENERAL INTENT OF THE RFP

The purpose of this document is to provide the context for which this RFP is being issued, describe the requirements for the Air Canada and to solicit vendor responses as to their estimates of effort and cost associated with meeting these requirements.

In addition are the attached requirements of Air Canada vendors that are listed as “Exhibit A, B and C”

Exhibit A – Distributed Platform environment

Exhibit B – Vendor Response Pricing Grid

Exhibit C – Air Canada Procurement Group Supplier Questionnaire

DESIGNATION OF THE KEY CONTACT PERSONNEL TO FUNNEL QUESTIONS AND CLARIFICATIONS

All communication regarding this document of Air Canada (seeking clarification only) must be directed by e-mail to the single Point of Contact for this project, although telephone queries will not be taken regarding this document, contingency contact details are:

Shivank Saxena

Executive Director (Vendor Management Department)

Air Canada Centre

P.O. Box 14000, Station Airport

Dorval, Québec

H4Y 1H4

Telephone: +893-937-1192

Email: ssaxena12@aircanada.com

Tenderers must not contact or discuss the RFT with any other persons of any company including Air Canada itself.

We will respond to all queries with the unattributed questions/clarifications and related answers being posted or mailed us on the above mailing address.

"RULES OF ENGAGEMENT" BETWEEN RESPONDERS TO THE RFP

- a. **Single nominated point of contact** – Each party should nominate one person to serve as the sole point of contact for any communications between the both the parties during the procurement process. Communication with other representatives of a party should not be allowed except to the extent that such communication is specifically approved in writing by the nominated representative of that party.
- b. **Clarifications** – If a prospective supplier needs clarification or further information, the rules may stipulate that the customer is permitted to provide the clarification or additional information supplied in response to this request to any other prospective suppliers.
- c. **Change in process** – The customer usually specifically reserves the right to cancel, suspend or modify the procurement process at any time.
- d. **No obligation until formal contract executed** – The rules usually provide that selection of a preferred supplier confers no rights and that there will be no agreement between the parties regarding the procurement until a formal contract is executed.
- e. **Selection of preferred supplier** – The rules often provide that the customer need not select the lowest proposal and that the customer may enter negotiations with one or more of the potential suppliers in its absolute discretion.
- f. **No warranty of accuracy of customer information** – The customer usually excludes any warranties and representations regarding the accuracy or completeness of the customer information made available to the supplier during the procurement process and require that the supplier confirm all required information through its own enquiries. This can be problematic if the only source of critical information is the customer. In such cases, the supplier will need to qualify its RFP/tender response by reference to the assumptions it has made regarding the accuracy of this information.
- g. **Costs** – Each party must bear its own costs associated with participation in the procurement process.

- h. **Confidentiality** – The parties sometimes agree that all communications and information exchanged relating to the proposed procurement must be kept confidential.
- i. **Use of proposal/tender contents** – The customer sometimes requires the prospective supplier to agree that the customer is free to use and disclose the content of the supplier's proposal. This is often a point of concern for a supplier, as it allows a customer to cherry pick the good ideas of several prospective suppliers and then disclose those ideas to a preferred supplier.
- j. **Media releases** – The parties often agree not to make any media release or respond to any media enquiry relating to the procurement without first agreeing the approach and content with the other party.
- k. **Conduct of negotiations** – The rules of engagement may include provisions relating to the conduct of negotiations. These rules may stipulate where negotiation meetings will be held, who may attend the meetings and who will be responsible for production and issue of the agenda and minutes.
- l. **No gifts** – The rules prohibit a party from offering gifts, hospitality or benefits to the other party's representatives or employees.

CONFIDENTIAL

DISCLOSURE AGREEMENT

THIS AGREEMENT dated 16 October 2017, by and between Air Canada, a public Company and vendor("Recipient").

WHEREAS, Air Canada and Recipient, for their mutual benefit and pursuant to a working relationship which has been or may be established, anticipate that Air Canada may disclose or deliver to a working relationship which has been or may be established, anticipate that Air Canada may disclose or deliver to Recipient documents, components, parts, information, drawings, data, sketches, plans programs, specifications, techniques, processes, software, inventions and other materials, both written and oral, of a secret, confidential or proprietary nature, including without limitation any and all information relating to marketing, finance, forecasts, invention, research, design or development of information system and any supportive or incidental subsystems, and any and all subject matter claimed in or disclosed by any patent application prepared or filed by or behalf of by Air Canada, in any jurisdiction, and any amendments or supplements thereto (collectively, "Proprietary Information"); and

WHEREAS, Air Canada desires to assure that the confidentiality of any Proprietary Information is maintained;

NOW, THEREFORE, in consideration of the foregoing premises, and the mutual covenants, contained herein, Air Canada and Recipient hereby agree as follows:

1. For a period of sixty (60) months from the date hereof, Recipient shall hold in trust and confidence, and not disclose to others or use for Recipient's own benefit or for the benefit of another, any Proprietary Information which is disclosed to Recipient by Air Canada at any time between the date hereof and twelve (12) months thereafter. Recipient shall disclose Proprietary Information received under this Agreement to person within its organization only if such persons **(i)** have a need to know and **(ii)** are bound in writing to protect the confidentiality of such Proprietary Information. This paragraph 1 shall survive and continue after any expiration or termination of this Agreement and shall bind Recipient, its employees, agents, representatives, successors, heirs and assigns.

2. The undertakings and obligations of Recipient under this Agreement shall not apply to any Proprietary Information which: **(a)** is described in an issued patent anywhere in the world, is

disclosed in a printed publication available to the public, or is otherwise in the public domain through no action or fault of Recipient; **(b)** is generally disclosed to third parties by Air Canada Company without restriction on such third parties, or is approved for release by written authorization of Air Canada; **(c)** if not designated “confidential” at the time of first disclosure hereunder, or is not later designated in writing by Air Canada within thirty (30) days from disclosure to Recipient to be of a secret, confidential or proprietary nature; or **(d)** is shown to Air Canada by Recipient, within ten (10) days from disclosure, by underlying documentation to have been known by Recipient before receipt from Air Canada and/or to have been developed by Recipient completely independent of any disclosure by Air Canada.

3. Title to all property received by Recipient from Air Canada, including all Proprietary Information, shall remain at all times the sole property of Air Canada, and this Agreement shall not be construed to grant to Recipient any patents, licenses or similar rights to such property and Proprietary Information disclosed to Recipient hereunder.

4. Recipient shall, upon request of Air Canada, return to Air Canada all documents, drawings and other tangible materials, including all Proprietary Information and all manifestation thereof, delivered to Recipient, and all copies and reproductions thereof.

5. The parties further agree to the following terms and conditions:

i. Any breach by Recipient of any of Recipient's obligations under this Agreement will result in irreparable injury to Air Canada for which damages and other legal remedies will be inadequate. In seeking enforcement of any of these obligations, Air Canada will be entitled (in addition to other remedies) to preliminary and permanent injunctive and other equitable relief to prevent, discontinue and/or restrain the breach of this Agreement.

ii. If any provision of this Agreement is invalid or unenforceable, then such provision shall be construed and limited to the extent necessary, or severed if necessary, in order to eliminate such invalidity or unenforceability, and the other provisions of this Agreement shall not be affected thereby.

iii. In any dispute over whether information or matter is Proprietary Information hereunder, it shall be the burden of Recipient to show both that such contested information or matter is not Proprietary Information within the meaning of this Agreement, and that it does not constitute a trade secret under the Uniform Trade Secrets Act or successor or similar law in effect in the State of Illinois.

iv. No delay or omission by either party in exercising any rights under this Agreement will operate as a waiver of that or any other right. A waiver or consent given by either party on

any one occasion is effective only in that instance and will not be construed as a bar to or waiver of any right on any other occasion.

v. This Agreement shall be binding upon and will inure to the benefit of the parties hereto and their respective successors and assigns.

vi. This Agreement is governed by and will be construed in accordance with the laws of the State of Illinois, and the courts of Illinois shall be the exclusive forum.

vii. This Agreement is in addition to any prior written agreement between Air Canada and Recipient relating to the subject matter of this agreement; in the event of any disparity or conflict between the provision of such agreements, the provision which is more protective of Proprietary Information shall control. This Agreement may not be modified, in whole or in part, except by an agreement in writing signed by Air Canada and Recipient.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first above written.

Air Canada
By:

Signature

Printed Name

RECIPIENT
By:

Signature

Printed Name

ACKNOWLEDGMENT

All submissions must include a completed copy of the RFP Acknowledgement Form found in Attachment. Respondent is expected to examine this RFP carefully, understand the terms and conditions for providing the services listed herein and respond completely.

FAILURE TO COMPLETE AND PROVIDE ANY OF THESE SUBMISSION REQUIREMENTS MAY RESULT IN THE RESPONDENT'S SUBMISSION BEING DEEMED NON-RESPONSIVE AND THEREFORE DISQUALIFIED FROM CONSIDERATION.

SUBMISSIONS

A. Respondent shall submit three (3) copies of the Submission and one (1) compact disc (CD) or USB flash drive containing a copy of the Submission in Adobe PDF format in a sealed package, clearly marked on the front of the package "RFP of Vendor's Name".

B. All Submissions must be received by the Air Canada no later than 4:00 PM Eastern Time on Oct 16, 2017 at the address below. Submissions received prior to the above time and date may be modified provided such modifications are sealed and received by the Air Canada prior to the deadline of submissions. Any Submission or modification received after this time shall not be considered, and will be returned, unopened to the Respondent. Therefore, Respondents should strive for early submission to avoid the possibility of rejection for late arrival.

Mailing Address

Air Canada Head Office
P.O. Box 14000,
7373 Cote Vertu W,
Building 2, Saint-Laurent,
QC H4Y 1H4, Canada

SUBMISSIONS SENT BY FAX OR EMAIL WILL NOT BE ACCEPTED.

C. All submissions become the property of the Air Canada upon receipt and will not be returned. Any information deemed to be confidential by the Respondent should be clearly noted on the page(s) where confidential information is contained. However, Air Canada cannot guarantee that it will not be compelled to disclose all or part of any information submitted, since information deemed to be confidential by Respondent may not be considered confidential under Pennsylvania law, or pursuant to a Court order.

D. Any cost or expense incurred by the Respondent that is associated with the preparation of the Submission, the Pre-Submittal conference, if any is held, or during any phase of the selection process, shall be borne solely by the Respondent

PURPOSE

Air Canada is the Canada's largest airline and the largest scheduled passenger service provider in the Canadian market, the Canada-U.S. trans-border market and in the international market to and from Canada offering direct passenger service to more than 200 destinations on six continents. Air Canada is also a founding member of Star Alliance™, providing the world's most comprehensive air transportation network deploying around 30,000 employees with the corporate headquarters in Montreal.

Our predecessor, Trans-Canada Air Lines (TCA) inaugurated its first flight on September 1, 1937. The 50-minute flight aboard a Lockheed L-10A carried two passengers and mail between Vancouver and Seattle. By 1964, TCA had grown to become Canada's national airline; it changed its name to Air Canada. The airline became fully privatized in 1989.

Currently our shares are traded on the Toronto Stock Exchange (TSX:AC), and effective July 29, 2016, its Class A variable voting shares and Class B voting shares began trading on OTCQX International Premier in the U.S. under the single ticker symbol "ACDVF".

WORLD CLASS EXPERIENCE BEING OFFERED BY AIR CANADA

- *Redesigning of Our Existing fleet*

Our fleet of 300 mainline and regional aircraft are being repainted in a bold black and white design highlighting its iconic red maple leaf rondelle that returns to the tail after an absence of 24 years. The design reflects Canada's vastness and contrasting seasons, with references to its wildlife and First Nations heritage.

The new Livery is unveiled as Air Canada renews its international fleet with state-of-the-art and fuel-efficient Boeing 787 Dreamliner. Air Canada plans to operate 30 Boeing 787 Dreamliner by the end of 2017, including 22 larger Boeing 787-9 versions, with all 37 scheduled to be delivered by the end of 2019.

- *Wi-Fi Connectivity, International Business Class & Premium Economy*

Air Canada is proud to be the first Canadian airline to offer Wi-Fi access on select North American flights and across all its 129 narrow-body aircraft. Wi-Fi service is the latest product enhancement following the airline's introduction of its new Boeing 787 Dreamliner International Business Class and Premium Economy seating across its Boeing 777-300ER and Boeing 777-200LR fleet.

- *Air Canada's Premium Economy cabin featuring enhanced comfort and amenities is offered on all wide-body aircraft on international flights:*

- Boeing 787 Dreamliners,
- Boeing 777-300ERs and -200LRs, and
- Airbus A330-300s.

- *Bookings:*

- Make online booking for flights, car rentals and hotel stays and share flight plans.
- Purchase Air Canada gift cards or flight passes.
- Access Air Canada Vacations, Air Canada Rouge and Air Canada Cargo services.

- *Self-serve:*

- “Manage My Bookings” allows access to flight bookings, modify itineraries, e-upgrades, car rentals and hotel bookings.
- The “Self Service Rebooking Tool” lets customers immediately rebook.
- Purchase upgrades, extra bag allowance and select seats.

- *Fly:*

- Kiosks at most airports provide self-service at airport arrival.
- The “Daily Travel Outlook” on aircanada.com/operational_outlook has the latest on severe weather or irregular operations.
- Verify flight status and check-in within 24 hours of departure.
- Read “Travel Alerts” to advise of flight delays or cancellations.

- *Network Expansion by Air Canada*

To serve our valued customer in the best possible manner, Air Canada is trying to expand its destination circle the world with the announcement of new destinations by 2017 on the routes such as:

- Toronto to Mumbai, Berlin, Reykjavik, San Antonio, Memphis, Savannah.
- Montreal to Algiers, Marseille, Shanghai, Reykjavik.
- Vancouver to Taipei, Nagoya, London-Gatwick, Frankfurt.

In 2016, Air Canada launched 28 new routes, including 15 new international routes:

- Toronto to Seoul, London-Gatwick, Prague, Budapest, Glasgow, Warsaw, Port of Spain.
- Vancouver to Brisbane, Dublin, Delhi.
- Montreal to Lyon, Casablanca, Costa Rica, Puerto Rico, Puerto Vallarta.

BUSINESS ISSUE

As a major airlines industry, we depend heavily on Information technology to communicate and process things in a simplified manner such as managing customer, Ticket booking, live status of the passenger after check-in, involving both front end and back end departments to work cooperatively. A systematic approach to unburden the physical efforts and time consumption is required. This RFP discusses in depth about the purpose, requirements and innovation required by Air Canada in Information Technology to cater departments such as Customer service, Commercials and operations with advance and enhanced IT services. This will help the company in proper management and attracting of new customer hence increasing the revenues and decreasing the human effort.

Apart from company's revenue and staff, IT is also important to run a business by enlightening customer's experience by provided advance and modern services which reduces their efforts such as, Web check in, easy access to ticket booking, customer feedback. Also, IT advancement is required for Navigation aids, Flight status (airborne, taxi, diverting, emergency, holding), Airspace (FIR/UIR, Alert Danger, Military, Airways/routes, Weather information (METAR, TAF, SIGMET, AIRMET, radar, satellite, volcanic ash), ETOPS information (circles, rules, entry / exit / critical points).

IMPORTANCE OF THIS RFP

Air Canada's Information Technology division have been evaluating the requirements of modernizing their software and control systems in critical Monitoring and proper Management solutions and are looking for vendors to meet their needs.

The objectives of this RFP are as follows:

- Determine the best vendor considering existing divisional and enterprise requirements, existing systems, future integration points and vendor capabilities.
- Develop a logical solution that addresses both the needs of the individual business divisions while aligning to the overall corporate strategy.
- Develop an implementation strategy that minimizes risks while realizing benefits identified in the business cases developed by each business division.

EXPECTED OUTCOMES FROM THIS RFP

Specifically, we are looking for:

- Solutions that meets the needs of the IT requirements and the business divisions of Air Canada
- A vendor with proven experience operating in large enterprise environments.
- A vendor with professional services staff to assist team of Air Canada.
- A vendor with a dedicated support staff

REQUIREMENTS

MORE DETAILS ON THE BUSINESS, SERVICE OR PROJECT OUTCOMES EXPECTED

In this Competitive World, we are looking forward in expanding our services and make it a customer and employee friendly company by implementing latest innovation specially in the field of Information Technology. Therefore, we are looking forward to implementing a smart viewing component in a real-time flight tracking and fleet monitoring based on interactive and dynamic map technology. It will also boost Navigation, Flight status (airborne, taxi, diverting, emergency, holding), Airspace (FIR/UIR, Alert Danger, Military, Airways/routes, Weather information (METAR, TAF, SIGMET, AIRMET, radar, satellite, volcanic ash) and ETOPS information such as circles, rules, entry / exit / critical points.

MAIN DRIVERS FOR THE DEAL

Vendors who can provide the Company with:

- Overall cost of services
- Strength, reputation and fiscal stability of the vendor
- Quality, clarity and brevity of the information provided
- Experience with other entities of similar size and business type
- Reference check of existing sites using software or services provided by the vendor
- Local customer support
- Ability to fit in with the Air Canada's team and environment
- Compliance with our business drivers

Will suit perfectly for the RFP and hence would have the maximum chance of getting selected.

EXPECTED BENEFITS

i. Quantitative benefits

Delivery of the product and services from the vendor would help the company to expanding its horizons by reducing initial cost through the means of train and gain program. The employees would be promoted to learn newer technology which will help company to maintain after sales maintenance cost. Even field execution of the projected technology would help in automation of business hence reducing the manpower and cost.

ii. Qualitative benefits

Implementing the proposed technology would even boost the productivity and quality of work as the newer technology would be more robust and precisely trap errors. It will therefore help in improving the quality of the services offered through enhanced control software off airports, runways, flight on board- off board status, airspace, airways routes and weather information.

SERVICES TO BE DELIVERED

- Our company requires an innovation in the department of Information Technology which can cut down the cost of employee and can also cut down the time.
- The vendors having interest in this area and are good at innovation, providing the best possible IT solution within the given time frame and budget.

SOURCES OF SERVICES TO BE DELIVERED

- There would be a separate designing lab for application development and testing lab being established within the Research and department wing, office of Air Canada in Toronto.
- All the necessary hardware and equipment required by the teams should be relocated to the onsite Air Canada's office at Toronto in order to maintain the confidentiality of development of software and Applications

TIMEFRAMES FOR DELIVERY OF BENEFITS

- The project is expected to be completed in around 18 months from the date of beginning which will be tentatively 1st of March 2018.
- As in the competitive world technology needs to be evolved at a faster pace, so does the tenure of the project is small which will require full dedication and enthusiasm from both end to accomplish the Goal. Therefore, we look forward for the active and the productive vendors which can give off the results in limited time span.

HOW CHANGE WILL BE MANAGED

- Specialized teams from Air Canada's IT departments and from different other departments with cooperatively work with the vendors engineers team to maintain smooth functioning and timely project completion.
- People specialized in their domain such as handling of database and maintenance of applications would work closely and would undergo training of at least 6 months after successful completion of this project to check the feasibility and learn the working system of the applications and workspaces.
- People from other departments would be necessary to discuss about the requirement in specific, so as to implement and make changes in the technology according to their use and functioning.

SERVICE LEVELS EXPECTED BY SERVICE TYPE

- As an Airlines Company, we currently deal with 3 levels of handling customers, which are L1 which is the customer support which includes the call centers and the L2 which acts as the interface between the L1 and L3 and lastly the L3 which is the development team.

ROLE OF INTERNAL IT STAFF (RETAINED STAFF)

- Retained staff will be directly connected with company's CIO, so that all the decisions which have to be taken quickly could be done in short span of time. So, staff and CIO can have a conversation and decision can be taken speedily.
- Employee other than the team member working with vendors are required to take compulsory training for about 2 months in order to get themselves familiar with the new applications, workspaces and hardware devices.

ROLE OF VENDOR STAFF

- A vendor's engineer needs to work parallelly and train employees of Air Canada in each department specifically.
- Research and Development team should contain two such employees who have minimum 8 years of experience in related field. And those two employee should teach Air Canada's employees to think and grow in emerging fields of Aviation and IT field.
- Also, there should be at least 2 teams of Engineers retained after successful completion of project to carry out maintenance, debugging and testing of the software and applications

INTEGRATION AND PERFORMANCE REQUIREMENTS

- Integration of new Technology and existing technology should be done in smoother way, at the time of integration, company's routine work should not be affected.
- At the time of Integration, company's all platforms (Mobile APP, WEB-APP, Mobile-Site, etc.) should be in working condition. No service Interruptions are expected while integration.
- Time-to-Time backup is expected from the vendor so that we don't have to face any disaster of company's important data.

INNOVATION

We need a Smart VIEW component in a real-time flight tracking and fleet monitoring solution based on an interactive, dynamic map. The built-in weather and NOTAM monitoring features is required to make it an ideal solution for both dispatch and flight crew.

- *Airports:*

Most of the tasks in the airport are handled by the different systems for air crew, non-air crew, supporting staff, managing staff, etc. But we are in requirement of a total one stop solution which is not just effective but also coordinates well within the different important elements on the airport.

The direct boarding passengers, the passengers linked with some or the other flight, the passengers delayed by previous flight have to be effectively managed in order to accommodate more of them and reduce the losses on the airline.

Again, the technical as well as non-technical aspects of the customers must be addressed in a systematic manner on the airport site.

- *Runways:*

The runway staff has to work on the most critical time aspect, here, we are in need of a run time system, which will provide us more quick notifications and predictive analysis, so that the time delay which is caused right now is reduced.

Every second delay on the runway costs Air India a huge amount. The system here must be enhanced such that any such on ground problems must be assisted as quick as possible.

- *Flight status management:*

Current flight status response system we have is effective in giving us very quick runtime responses.

However, we are in need of a system which makes use of future predictions of weather, delay caused by weather, delays caused by technical/non-technical difficulties, etc. So that the responsiveness to any sort of request is rapid and valuable. Air traffic management, handling of different emergency situations must be done appropriately and thoroughly.

- *Airspace (FIR/UIR, Alert Danger, Military, etc.):*

Proper airspace management conducting military operations increases combat effectiveness by promoting safe, efficient, and flexible use of airspace with a minimum of restraint placed on friendly airspace users is to be done. Airspace management includes coordinating, integrating, and regulating airspace to increase effectiveness at all levels of war. Prior to discussing who manages airspace in support of UAV operations, joint airspace control measures should be covered.

- *Airways/routes:*

Shortest possible routes, adhering to the air traffic as well as which would manage fuel refilling and effective fuel usage is required. Current air route management system we have is one of the best in the market. But, we incur lots of costs in rescheduling the routes as well as requesting the air traffic for a newer route. So, any enhancement to the current system which makes our system better in any of the previous aspect will be appreciated.

VENDOR CAPABILITIES

CAPABILITIES TO PROVIDE THE REQUIRED SERVICES

EXPERIENCED RESOURCES

- Vendor needs to have resources with higher experience for the projects. A minimum of 5 years of experienced people in the domain is required.

HIGHER QUALIFICATION

- It is expected that the resources who will be supporting the project needs to be experienced in the given technology that will be used in particular projects.
- The resources need to have had supported projects with similar clients and should be willing to learn new technology as well.
- The resources need to be able to adjust and work in shifts as per the requirements.
- Resources should be well versed with critical Scenarios; dealing with multiple teams and be able to centralize.
- SME's representing the teams will be from the client side.

CYBER SECURITY

- Vendor should have its own cyber security team to deal with fraudulent transactions and security of the system. Networks, processes, information in storage or transit, applications, services and systems that can be connected directly or indirectly to the networks.
- Cost reduction is expected without involving any other outsourcing for cyber Security of the applications.
- CIS will be from the client's side (Air Canada)

STANDARDIZED SERVICE CAPABILITIES

PROPER RESOURCE DISTRIBUTION

- Work Log for every hour of every Team member of current project will be preferred, and this tool should be made available for the client-side SME for generating reports and evaluating every day work.
- Process and Technology knowledge transfer from the client SME to the Vendor will be done for first 3 months of the commencement of the project.
- Recordings should be made for both the clients and Vendor side of the knowledge transfer. Knowledge Transfer will be done via WebEx sessions for offshore teams. In case of internal new resource recruitment, WebEx and internal knowledge transfer will be must, and the SME will be responsible for evaluation of reverse knowledge transfer.
- An Employee of the vendor who can work with minimum resources and have maximum experience would be an ideally considered for a team.
- Hierarchy of the staff would be General Manager → Project manager → Team Lead → Shift heads → Shift Leads.
- Learning tools should be made available for the Vendor Teams for training purpose and the same should be made available to the client for evaluation of the content.
- New technologies used in the project should be made available for training and learning purpose on the learning tools. Every resource/ Team should be available on the learning tools for checking the updated knowledge and ready for business processes.

METHODOLOGIES

- Disaster Recovery should be implemented for business continuity plans.
- Gate hall servers and offshore servers should be maintained in case of emergencies.
- Mock Disaster Recoveries should be conducted under observations of SME's and project Managers every quarterly.
- Fall over and fall back from production to Disaster Recovery should be followed to check for valid Business continuity plans every 6 months.
- Disaster Recovery portals should be update with the same and should be made available for Client view and verifications from various off shore and Onshore teams.

PRODUCTIVITY TOOLS

- Productivity Tools like ticketing tools such as Symphony, Service Now and Remedy now should be maintained every day for every case. These productivity tools should be made available for client, business and vendor.

EXPERTISE IN AREAS IDENTIFIED AS REQUIREMENTS IN RFP

- Vendor should have enough knowledge and experience in the field of iOS, android and web space development environment.
- Vendor must have expertise on all hardware those will be required at the time of operation. Company will not provide any additional staff for such operations.
- Management of the vendor should be well defined.
- Vendor should have such an employee who knows multi languages for the website development.

CMM I LEVEL CERTIFICATION

Vendor must be a CMM Level 3 company, which means your organization must have completed SCAMPI A appraisal, which verifies that the organization is operating at Level 3.