

**SALES AND FORECASTING TRACKING
TOOL REPLACEMENT - TENDER
NUMBER MWP1173CX**

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1 Overview and Objectives

1.1 Overview

This document is to be used by Tenderers when responding to the Tender on fixed price deliverable basis. This document supplements the Requirement Specifications document and states the full scope of work and services required from the successful Vendor.

1.2 Definitions and Abbreviations

Term / Abbreviation	Definition / Description
AD	Active Directory
TL	Technical Lead

1.3 Reference Material

Document Name	Purpose & Description
Requirements Specification	
Group IT End Systems Integration Design Requirements v1.0.1 (4)	
SOA Workgroup Artefacts	
Architectural Requirements	
Logical Design	

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1.4 Background

A need arose in the Distribution Division for a new technology to be introduced to meet the growing needs of Eskom Sales Forecasting. A sales forecasting and tracking tool is an integral part of a forecasting function in any business. The function of sales and revenue forecasting is conducted by a team of forecasting specialists in Distribution Retail business that are tasked with the responsibility of understanding how Eskom sales will perform in the future years and inform executive decision making in this regard. These specialists have been utilising an Oracle Hyperion Essbase solution which has been in the organisation for the past 17 years. The solution was conceptualised and custom developed during the late 90's by contractors who has since left Eskom. Various changes and updates done over the years to align the solution to ever changing organisational needs have rendered the solution complex to manage and support.

Sales forecasting estimates sales volumes and calculates associated revenue. The team uses the current tool to generate key data outputs, which are followed by a series of manual interventions to produce reports that are consumed by several departments within Eskom to meet their respective departmental objectives. The departments enlisted below consumes the output generated from the system with the exception of Transmission Long Term planning that queries the tool directly;

- Pricing: Tariff Design Time of Use
- Pricing: Pricing Intelligence
- Pricing: Transmission Long term planning
- Energy Losses
- South African Energy International
- Finance
- Generation (Production Plan)
- Regulation (MYPD submissions)
- Planning and Strategy

1.5 Problem Statement

The current solution being utilised (Topline - Oracle Hyperion Essbase) has been in the organisation for over 20 years.

Conceptualised and developed in the late 1990s and early 2000. This was developed by

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contractors who have since left Eskom.

Custom in-house developed solution.

Various changes and updates were done over the years to align the systems to the varying organisational structures. Unfortunately, due to all the changes applied to the systems, the more complex it has become to manage and support the solution. The select few consultants who do have the system knowledge fail to transfer this knowledge therefore internal skills are minimal.

1.6 Solution Objectives

Based on this the demand therefore necessitates testing the market as a long-term solution decision is required. It is also advised that a new technology be introduced to meet the growing needs of Eskom Sales Forecasting. The compilation of this document is not to reference the existing tool but include the functionality of the existing tool and any additional technology functionality over and above existing capabilities that business contemplates critical. Sales forecasting is the process of estimating future revenue generated by the Sales and Revenue Forecasting team within Customer Services (CS). It demonstrates the process of forecasting sales which comprises of consumption and demand and calculates the revenue generated solely from electricity sales. Eskom Sales and Revenue Forecasting is conducted by a team of forecasting specialists that are tasked with the responsibility of understanding how Eskom Sales will perform in the future years and informing business executives of this crucial information.

The sales and forecasting team needs to perform at an optimal level and deliver credible sales forecasts. A sales forecasting and tracking tool is therefore a pre-requisite and is the core of the forecasting function at Eskom. The sales team are dependent on a sales forecasting generic tool in order to meet their working objectives. The tool is critical and forms the basis of this requirement. Business has highlighted that resolving the challenge will result in:

- A user-friendly system that allows slicing and dicing, analytics and data visualisation on sales trending.
- A tool that can be used for monthly reporting.
- A tool that can capture future sales forecasts and scenario modelling.
- An integrated revenue calculator using the National Energy Regulator of South Africa (NERSA) approved energy prices to calculate associated revenue on Sales budgets corporate plans and Multiyear price determination (MYPD) submissions.
- A system that correctly reflects the Operating Unit (OU) reporting structure to enable accurate reporting within each OU across Eskom.
- Predictive analysis tools that can assist in forecasting sales, saving time and adding to more accuracy.

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2 Topline Replacement Scope of Work & Deliverables

2.1 Approach

- Implement a commercially available Sales and Forecasting Tracking Tool on a managed service. This is a full replacement of the current Topline software, hardware and infrastructure.
- Turnkey (end to end solution delivery) - fixed price deliverable based project.
- The Vendor is responsible for the delivery of a full end to end solution and the project within the required timelines.
- The project and solution must comply with Eskom stage gates and governance milestones and deliverables
- The project must be fully completed & system fully operational within 12 to 18 months of the kick-off meeting. A 3 month stabilisation period and Eskom governances must be included in this timeframe

2.2 Scope

The scope below must be completed by meeting all the stated business requirements. Eskom Group IT sought the delivery and implementation of associated system technology and software, as well as **costing for acquiring and implementation** of a Sales Forecasting and Tracking tool with the following features:

- The business requires a tool that can be able to extract data from the Eskom Billing system, Customer Care and Billing (CC&B), and SAP ERP data. The tool is expected to be interoperable i.e., internal systems (like Netezza, SAP BW4 Hana, Oracle etc) should be able to read or extract from the new tool.
- The legacy Eskom Distribution Data Warehouse (DDW – staging platform for Topline) needs to be replaced. A new data repository - embedded or separate with sales and billing information from the billing system needs to be provided.
- Ability to migrate data from the existing data warehouse (DDW), containing actual sales datasets. Ability to provide automated bulk acquisition (via data pipelines etc.) of current sales datasets from the billing system
- Provide access to other users who need sales and forecasting related analytics

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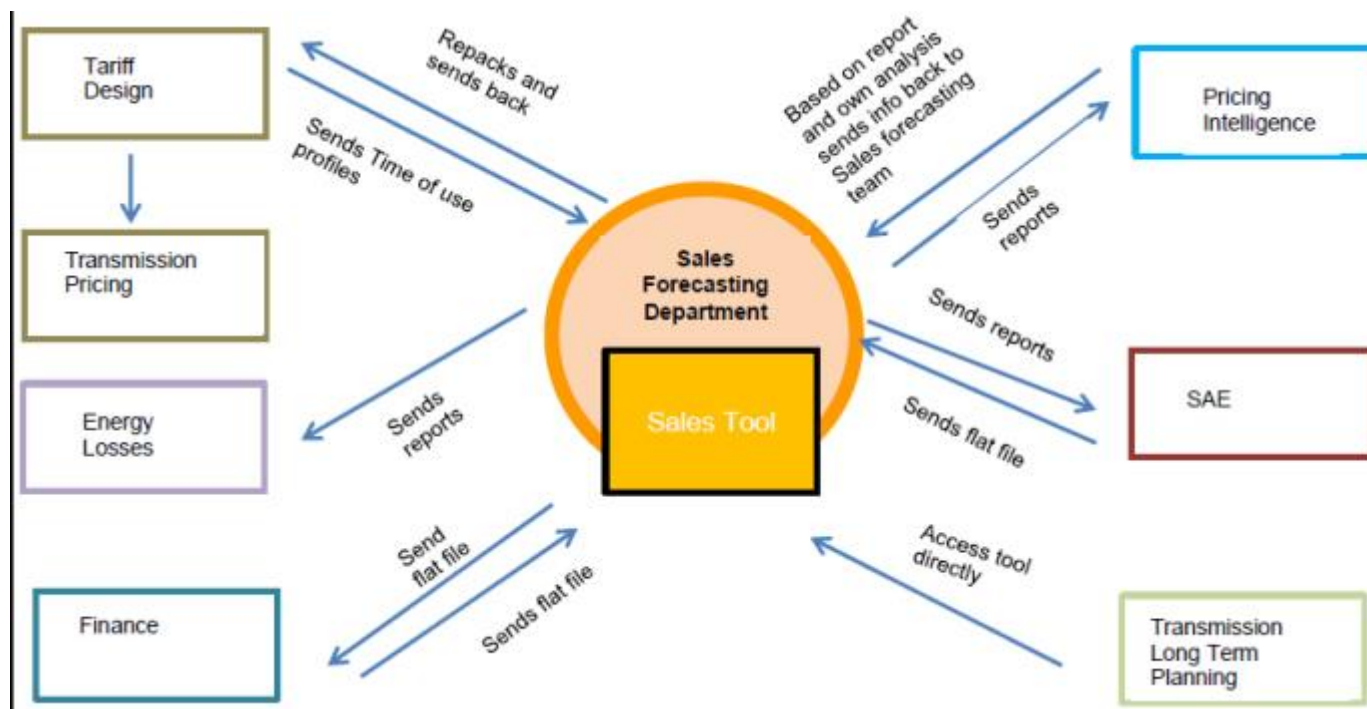
- Eskom's Distribution Data Warehouse (DDW) has 32 reports that needs to be migrated to the new solution.
- The tool should be able to generate forecast summaries/reports that can spot issues like missing or outdated data and fill gaps to improve accuracy across the board
- A revenue calculator that can calculate revenue based on price changes
- Ability to slice and dice sales forecasts, by entering multiple regions, line of business, products, or any other way the business can be segmented
- Ability to pull historical sales data from any time period in order to make the sales forecasting more trustworthy
- Enable the forecasters to analyse performance of historical trends as well as future trends
- Sales forecast benchmarking: forecast sales and compare with industry trends
- Quick forecasts through dashboards and reporting: a quick overview of sales forecasts
- Sales forecast visuals: clear and helpful visuals
- Sales forecasting factors: multivariate forecasting algorithms and queries that allow users to adjust the factors that influence projections and generate results from these queries
- Sales forecast review: track forecast accuracy/model fit and confidence
- Sales forecasting management: ability to manage models and assumptions based on forecast reviews
- Custom forecast models allow for granular control over the forecasting approach
- Record of previous sales forecasts and audit trail
- A minimum of a10-year history, 15-year future with easy expansion
- Security and privacy must be able to be assigned and controlled closely given the sensitivity of the data
- Statistical modelling
- User driven outline changes – no 3rd party work. Forecasters should be able to adapt easily to produce outputs as needed to minimise dependency on 3rd parties.
- Part of the implementation is to migrate required data from Distribution Data Warehouse (DDW) or from the current Essbase database for historical requirements.

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Solution Context Diagram

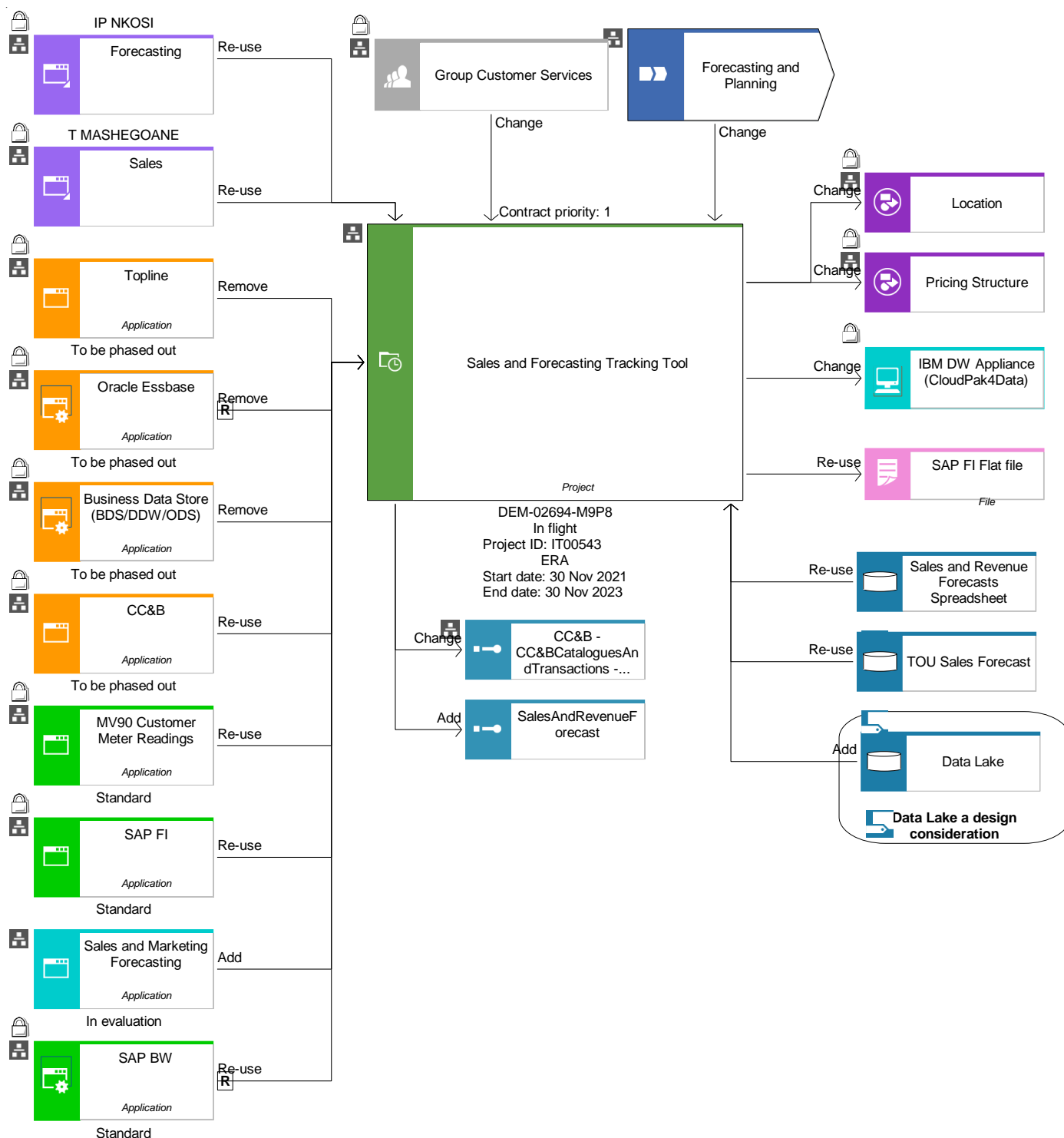


Solution Scope

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Scope Item	Description and Deliverable
Software Licensing	Provision of the necessary software licences with maintenance & support for a period of 5 years.
Solution Design	Prepare the functional specifications for the solution, the detailed / physical solution design and submissions to the Architecture design review committee.
Hardware	<p>Provide the necessary hardware for the solution for all the non-prod, prod & additional environments stated in the SOW and BRS documents. The hardware supplied must meet the growth, sizing, and availability and design requirements stipulated.</p> <ul style="list-style-type: none"> • Non prod - development (sandbox), testing (QA), pre-production (sized as production), disaster recovery • Prod - production environments. • Additional – refer BRS
Development	Custom development as required to meet the business requirements (specific functionality and integration that is required). Development must be modular (add-ons) so as to not compromise upgrades of the commercial application.
Configuration	Configure all required functional and non-functional settings in the solution to ensure optimal and secure operations
Data Take On/Migration	Data take on/migration the data from the existing solution (i.e. Topline – Essbase, and DDW) into the new solution
Process Updates & Improvements	Updates to existing processes and integration with existing processes & systems (as required) to ensure the solution is robust, extensible, and sustainable.
Implementation	Implement the solution on all of the stated non-prod & production environments.
Integration	Integration into these systems will be critical for the success of the Sales and forecasting project. The Integration scope and deliverables are listed below:

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	<ul style="list-style-type: none"> • This is a turnkey solution and the vendor is required to bring their own resources to deliver the integration scope using Oracle Fusion 12c and IBM WebSphere (Data Power) middleware. • The vendor will analyse, design, develop, test, and deploy integration solutions • The vendor will also create or update CIM messages. • The solution should be able to integrate to the Eskom Systems. Refer to the logical design for systems that must integrate to the solution. • External interfaces to integrate using Oracle Fusion 12c and IBM WebSphere (Data Power), thus the vendor should be well skilled to work with the mentioned technologies • The Integration Centre of Excellence (ICOE) governance process must be followed for all approvals. Kindly reference “SOA Workgroup artefacts”. • All diagrams and processes are to be captured in the Eskom Enterprise Architect (EA). The Sales and forecasting solution should be able to integrate with all specified applications as mentioned in the logical design, conforming to the “End system integration design requirements”. • All CIM message artefacts (including Mapping Document) to be placed in the Eskom defined CIM SVN • All code to be placed in Eskom defined Code SVN repository • All artefacts to be placed in the Eskom SharePoint • The following are the integration and Testing activities and artefacts to be produced and presented at the committee for approval and sign off: <ul style="list-style-type: none"> • Business Test case • Integration specification document. • Mapping Document • CIM message artefacts including WSDL's and XSD's • Code and unit testing review
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	<ul style="list-style-type: none"> • Deployment Guide • SIT testing review of results in ALM • SIT test case sign-off • Performance Testing review of results in ALM (if performance testing is required) • Performance testing sign-off • Pre-transfer documents for go-live approval <ul style="list-style-type: none"> • The vendor to provide an Integration Message Modeller to complete the following: <ul style="list-style-type: none"> • Analysis of message requirements • Model or update integration message which follow a Common information model • Create payloads and envelopes • Generate xsd, message model and model dictionary
Testing	Solution Testing <ul style="list-style-type: none"> • The testing staff may not be the same staff as the configuration, development and implementation staff assigned to the project. • All Test Analysis (Test Requirements), Test Design (Test Cases and Test Scenarios), Test Execution and defect management must be done in ALM, in line with the Eskom's Testing Standard. • Performance testing must be done using LoadRunner • All functional and Non-functional test assets to reside in ALM • Testing requirements must cover all identified interfaces where applicable • The following testing milestones must be completed by Tenderer.

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Unit Testing - Testing performed to ensure individual software components or modules function as expected.

System Integration System - Testing the integration of systems and packages; testing interfaces to other systems

Non-Functional Testing - Testing the attributes of a component or system that do not relate to functionality (performance testing and disaster recovery testing).

User Acceptance testing- A formal product evaluation/test performed by customers or users prior to acceptance of the deliverable to them.

Phase	Input	Output	Responsible Team
Unit Testing		Unit testing Results	Tenderer
System Integration Testing	<ul style="list-style-type: none"> Unit testing results Signed-off test plan Business test case sign off 	<ul style="list-style-type: none"> Signed Test closure Report 	Tenderer
Non-Functional	<ul style="list-style-type: none"> Performance Test Scripts Sign Off Signed-off Non Functional Test plan 	<ul style="list-style-type: none"> Disaster Recovery report Penetration Testing report Performance testing 	Tenderer

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			closure report	
	User Acceptance Testing	<ul style="list-style-type: none">Signed functional and non-functional Test closure Report	<ul style="list-style-type: none">UAT closure report	Eskom supported by Tenderer
Human Change & Communication Management	Change & Comms management as required. The Business and End Users of the system must be properly communicated with and all necessary aspects of human change management as it pertains to the new system must take place. Resources used are important.			
End User Training	End User Training at all levels as required. Classroom-based and/or web-based training is required. Refer BRS for full requirements.			
Eskom Support Staff Training	Support Staff Training. Knowledge transfer of assigned Eskom staff through all stages of the project lifecycle and using a defined skills transfer program. Classroom-based and/or web-based training is also required.			
Stabilisation	Once the solution is implemented in production a 3 months stabilisation period is required by the Vendor. During this time Vendor must develop the monthly reports that will be submitted to Eskom reporting on the SLA metrics achieved			
Support and Maintenance	Ensure SLA is concluded and includes all SLA metrics/requirements. SLA kicks in during the stabilisation period and thereafter. During this time Vendor must develop the monthly reports that will Monthly reporting of SLA metrics achieved. Contract will be drawn up with penalties for not meeting SLA metrics. SLA to be drawn up such that Eskom reserves the right to			

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	terminate the contract and/or apply penalties if service quality levels are repeatedly not met and if issues encountered induce long term service disruptions.
Project Management Activities, Responsibilities & Deliverables as Stipulated.	Stipulated in this document, or the references mentioned in this document
Deliverable Accountability as Stipulated	Stipulated in this document, or the references mentioned in this document
Eskom Responsibilities as Stipulated	Stipulated in this document, or the references mentioned in this document
Tenderer Responsibilities as Stipulated	Tenderer is also referred to as the vendor. Stipulated in this document, or the references mentioned in this document

2.3 Deliverables, Roles and Responsibilities

Stipulated in this document, or the references mentioned in this document

2.4 Solution Requirements

Refer to the following documents:

- DEM-02694-M9P8 BRS F Sales Forecasting and Tracking Tool Topline Replacement and
- ADDENDUM 1 TO REQUIREMENTS for DEM-02694-M9P8 BRS F Sales Forecasting and Tracking Tool Topline Replacement
- ADDENDUM 2 TO REQUIREMENTS for DEM-02694-M9P8 BRS F Sales Forecasting and Tracking Tool Topline Replacement

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2.5 Payment Milestones

Payment milestones will be agreed with Vendor at contract time but will be based on completed signed off milestones only which are aligned to agreed baseline schedule (schedule submitted as part of Tender documents will be used as guideline).

3 Project Environment

3.1 Eskom Responsibilities

- Defines the governance to be followed. Supports the vendor in achieving agility.
- Overall process management and oversight body. Forms the Steering Committee and supports the Vendor
- Makes available the Business Requirement Specifications, and Logical Architecture Design
- The approval and signoff authority for all milestones and deliverables
- Provides the Virtual Machine (VM) infrastructure and environments where it is clearly specified that VMs are required and excluded from Vendor's scope.
- Provides access to facilities and workspace as and when required
- Provides any available as-is documentation and information
- Provides standards and/or templates that must be adhered to
- Arrange the necessary SHEQ induction session for Vendors working onsite
- Exclusions: stationery, laptops, plugs, projectors and backups of own works are for the responsibility of the Vendor.
- Provides a Project Manager, Technical Lead(s), Lead Architect, Subject Matter Experts and Support Specialists to the Project to be of support assistance and guidance to the Vendor. The Technical Lead is the central point of contact at Eskom.
- The Eskom Project Manager oversees delivery and is the point of escalation but does not perform the project management expected from the Vendor Project Manager.

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3.2 Vendor Responsibilities

- The Vendor must ensure sufficiently experienced and skilled staffing to deliver on the project within timelines.
- The Vendor must ensure that the testing resources are not the same resources as those preparing the designs and developing and implementing the solution. Segregation of duties is required.
- The Vendor staffs (including Project Manager and Technical Lead(s)) are required to be dedicated to the Project until it is completed.
- The contract with the Vendor will be established with incentives for successful delivery within the approved baseline timelines.
- Delays and/ or non-performance will be addressed using the standard using the standard contractual mechanisms.
- Changes to the baseline schedule must follow the formal project change process (steering committee approval followed by any necessary commercial approval). The necessary commercial modification paperwork must be signed before a change can be considered approved.
- The project must comply with Eskom's governance and successfully complete each required governance milestones. The milestones and deliverables are stated. Refer references list. Eskom together with the Vendor must agree on changes (exceptions) applied for agility. Eskom will support the vendor in this regard.
- Payments are made upon successful completion of a milestone (in accordance with payment milestone that are agreed to and aligned with the approved baseline schedule). Refer references list.
- Acceptance of a milestone is approval by the relevant Eskom governance committee(s), and/or the Eskom Project Steering Committee.
- The Eskom team assigned to the Project will provide inputs, direction, advice, assistance and oversight as required by the Vendor but execution of the project and delivery of the solution end to end is the responsibility of the Vendor.
- Vendor staff must arrive on site with a valid medical fit to work certificate and a valid driver's licence. No sign on forms will be processed without accompanying medical certificate and drivers licence (in addition to the ID and qualifications required by the sign on form process)

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- The Vendor must supply a full time Project Manager and Technical Lead (TL) (single points of contact). Please assign technically knowledgeable, experienced, competent fulltime individuals. Note that Developers with experience of analytics and data lake.
- Ensure you adequately staff the team with the correct skills and experience to avoid delay costs.
- The Vendors Project Manager and TL are responsible for co-ordination between all parties involved in the Project.
- The Vendors Project Manager and TL must convene the weekly status meetings with the project team for issue resolution and progress feedback.
- Provide weekly (documented) status reports to Eskom.
- Provide & maintain (availability of) up to date Plans, Schedules Risk and Issue Logs.
- Resource availability: Eskom requires that key resources are 100% dedicated & onsite. Resource continuity is required. Staff changes during the project may not exceed 75%. High staff turnover that negatively impacts any aspect of successful solution and/or project delivery will be addressed using the standard contractual mechanisms.
- Vendor staff must come equipped with all the tools to perform the work assigned to the Vendor.
- Adhere to the governance and stage gates in the Eskom's Project Life Cycle Model. Please consult the reference material. Eskom together with the Vendor must agree on changes (exceptions) applied for agility. Eskom will support the vendor in this regard
- Ensure the third-party sign-on process are completed timeously and ideally before resources commence work to avoid unnecessary delays. The sign on process takes 3 weeks from the time the forms are submitted. The Vendor must ensure sign on forms are completed properly upfront and are available at the same time as task orders are placed with successful Vendor. The forms will be supplied when the contract is placed.
- Ensure the OHS requirements are adhered to. The details will be communicated when the contract is placed.
- Vendors will provide their own laptops, projectors, white board markers and other stationary as these will not be provided by Eskom. Vendors are responsible for the safe-keeping of their own equipment – these should be locked away when not in use.

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- Vendors are responsible for adhering to the Eskom Real Estate rules for the Eskom Site where the Vendor staff will be based
- Vendors must take regular backups of their work.
- Vendors will do whatever is required to meet the stated baseline schedule/deadlines and bring project back on track if delays are experienced. Vendors are expected to mitigate for risk. A recovery plan is required within 5 days of a missed deadline. Contractual mechanisms will be used to formalise such communications
- Vendors will schedule own meetings. The providing of agendas, completing attendance registers, and issuing a record of the meetings held with Eskom staff (minutes) are mandatory. Please use your own Project Management templates unless otherwise provided by Eskom.
- Vendors will hold regular meetings with their own staff to monitor progress and communicate requirements. Lack of communication within teams, and poor information dissemination among project team members is a critical point of failure
- Variations will be dealt with using the standard contractual change management process.
- Vendors must ensure they keep detailed issue logs
- Development and Testing staffs need to engage and work closely with each other through the full cycle of the delivery. **The testing staff may not be the same staff as the configuration, development and implementation staff assigned to the Project.**
- Non-performance and/or inability to deliver within the prescribed period will be addressed contractually
- The Vendor must carry-out their own quality reviews and show proof thereof, before any submissions to Eskom takes place.
- The Eskom resources are experienced and understand the environment; we are familiar with common mistakes Vendors make. Take heed of advice that is meant to assist you.
- Failure to carry out any of the following will not constitute a scope, time or cost change request.
 - Failure to execute on an instruction that later creates a delay because the instruction was not adhered to
 - Delays due to poor coordination and planning by the Vendor with internal and/or external Stakeholders

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- Delays due to poor communication by the Vendor with internal and/or external Stakeholders and/or through not involving the correct stakeholders from beginning of the project and/or not getting stakeholder buy in upfront & throughout
- Delays due to the as-is analysis not being properly accomplished
- Delays due to requirements not being understood and correctly implemented
- Delays due to Vendor created rework (for example rework caused by poor quality reviews, and potentially creating a delay)
- Delays created by Vendor by not troubleshooting, not identifying root causes and not fixing Delays due to non-availability of Eskom key staff as a result of poor Vendor planning
- Delays due to rework as a result of poor quality or not delivering on all requirements
- Delays due to inadequate staffing or non-productive staffing
- Delays due to not having segregated development and testing teams

4 Scope Exclusions

None besides what is stated in BRS for Phase 2 and Phase 3.

Pricing Tariff Intelligence and Energy Losses as set out in the BRS (**Phase 2**) scoped work is excluded from this project, so is all Finance, SAE and Electricity Pricing and Long Term Planning **Phase 3** requirements excluded from this scope.

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5 Document Acknowledgement

By signing this document, the people listed record their agreement on the contents of this document.

Programme / Project Manager:

Name: Sibongile Ndlovu

Signature:

Date:

Data Analytics CoE Manager (Acting

Name: Peane Petje

Signature:



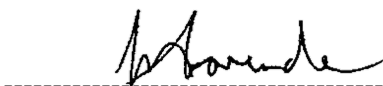
Date:

29 August 2022

Solution Support Manager:

Name: Mugeshen Covenden

Signature:



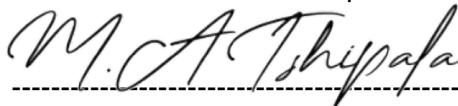
Date:

29/08/2022

Business Process Owner:

Name: Mutenda Tshipala

Signature:



Date:

28 Aug 2022

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