

CENTRAL BANK OF INDIA



Request for Expression of Interest (EOI)
Tender Reference No.

CO:DIT:PUR:2018-19:262

For
Appointment of Consultant
For
SDR Project

(Cost of the Tender Document Rs. 5000/-)

Important Clarifications:

Following terms are used in the document interchangeably to mean:

1. Bank means “Central Bank of India”
2. Bidder/Vendor means the respondent to this document
3. EDW means Enterprise Data Warehouse Solution implemented in the Bank
4. Bidder and Bank shall be individually referred to as ‘Party’ and collectively as ‘Parties’.
5. Bidder / Respondent – signify those who purchase this tender document and submit response to it.
6. DC means Data Centre
7. DWBI means Data Warehouse and Business Intelligence
8. IFRS means International Financial Reporting Standards
9. CRM means Customer Relationship Management
10. DR/DRC/DRS means Disaster Recovery Site

Table of Contents

1	Objective	4
2	Important Dates & Information Regarding Bid Collection and Submission	4
3	Task to be carried out	5
4	Schedule of completion	5
5	The support / inputs provided by the Bank	5
6	The final outputs that will be required from the bidder/consultant	5
7	Deliverables/ Reports required from consultants	5
8	List of key professionals	6
9	Scope of Work	6
10	Expression of Interest	12
11	Selection Process	13
12	Submission of “EOI”	13
13	Other Terms and Conditions	14
14	Annexure 1	14
15	Annexure 2	15

1 Objective

Central Bank of India, herein after referred to as the “Bank” - established in 1911, was nationalized in the year 1969 and today is a leading public sector bank listed in BSE/NSE.

The organizational structure of The Bank consists of four tiers viz., Central Office (CO), Zonal Offices (ZO), Regional Offices (RO) and Branches. The Bank has a network of 4800 plus branches, monitored by approximately 59 Regional Offices, which in turn reports to 13 Zonal Offices spread across the length and breadth of the country with presence in all the States and Union Territories. The Bank also has specialized branches catering to the specific needs of Retail Customers, Industrial Units, Corporate Clients, Forex Dealers, Exporters and Importers, Small Scale Industries and Agricultural sector. The Bank has sponsorship in 4 Regional Rural Banks (RRB).

The purpose of this Expression of Interest (“EOI”) document is solely to enable Central Bank (“Bank”) in identify the competent interested parties willing to provide the consultancy services for SDR Project of the Bank.

2 Important Dates & Information Regarding Bid Collection and Submission

EOI Reference Number	CO:DIT:PUR:2018-19:262
Cost of Tender Document by way of D.D	Rs. 5000/- (Non-Refundable)
Date of Commencement	10 August 2018 onwards
Date to receive all the queries if any	21 August 2018
Date, Time and Venue of Pre-EOI meeting	24 August 2018, 11:00 Hours Department of IT 1st Floor Central bank of India Plot No. 26, Sector-11 CBD Belapur, Navi Mumbai – 400614
Last Date and Time for receipts of EOI	10 September 2018, 15:00 Hours
Address for Communication/Submission of EOI	Department of IT 1st Floor Central bank of India Plot No. 26, Sector-11 CBD Belapur, Navi Mumbai – 400614
Contact Telephone Numbers	022-67123548 022-67123554 022-67123669
Email for Communication	smitpurchase@centralbank.co.in smit2sdr@centralbank.co.in cmsdrgroup@centralbank.co.in agmitcomp@centralbank.co.in
Website:	www.centralbankofindia.co.in

Tender document must be procured by paying Tender Document Cost on/before attending the Pre-EOI meeting. DD for procurement of Tender Cost shall be drawn in favour of Central Bank of India Tender No. 262. Tender Document may be downloaded from the Bank’s official website and the cost of the Tender Document may be paid while attending the pre-EOI meeting or while submitting the EOI in case bidder is not attending the pre-EOI meeting. Bidders who submit the DD for tender will be allowed to participate in the pre-EOI meeting and their queries will be replied.

3 Task to be carried out

Bank implemented SDR project (Single Data Repository) – a DWBI initiative of the Bank), with IBM as system integrator to provide better access to information to foster better and more information decision apart from providing statutory and MIS reporting. As part of the initiative currently, bank has put in place SUNGARD Ambit Focus solution (Ver 2011.2.2) for Asset Liability Management (ALM) & Fund Transfer Pricing (FTP), IBM Cognos TM1 (Ver 9.5.2) for Corporate Performance Management (CPM), IBM Cognos BI (Ver 10.1.1) for Reporting and Dashboards, UNICA (Ver 7.5.4) for Analytical Customer Relationship Management (ACRM) and IBM SPSS modeler (Ver 14.1) for data mining solutions. The current contract with IBM is till 31st July 2019 and bank is exploring various options to take forward SDR Project along with upgrade/refresh of the current infrastructure, procurement of new infrastructure renewal of contract with existing vendor or selection of suitable system integrator for next 5 yrs. Bank wishes to appoint competent Service Provider (SP) or Consultant having experience in consulting end-to-end implementation of Enterprise Data Warehouse, CRM and BI solution, for the scope of work detailed below.

4 Schedule of completion

The project timeline is for 15 months.

5 The support / inputs provided by the Bank

The Bank will provide all the inputs about current solution implemented in the Bank, requirements for next 5 years, expected data growth and all other information which may be required for planning and sizing.

6 The final outputs that will be required from the bidder/consultant

The bidder / Consultant is expected to provide on-site management assistance to the Bank for end –to end contract renewal/refresh and upgrade of SDR infrastructure (Hardware/Software) with the existing/short-listed (as the case may be) System Integrator at DC and DR. This phase of the project is anticipated to last over a period of 6 months till the time the renewal contract is signed with the System Integrator. The bidder will be expected to provide senior experienced resource to manage the complete delivery, acceptance and implementation of the project for the next 9 months. The Bank clearly expects that for all steering committee and management meetings the engagement partner / in-charge having experience of executing similar projects from the bidder should be made available to the Bank

7 Deliverables/ Reports required from consultants

The bidder/Consultant is expected to submit following deliverables/reports

- a. Current state assessment
- b. Data warehouse / data lake strategy definition
- c. Defining procurement and implementation strategies and business cases for modules under SDR (Data Warehouse/Data lake)
- d. RFP formulation and vendor selection (if required)
- e. Finalization of requirements and SOW
- f. Installation and acceptance report of infrastructure
- g. UAT/Sign off for each and every module of the SDR project

- h. Any other report/document that may be necessary for the successful implementation of the SDR Project.

8 List of key professionals

The bidder/Consultant to inform the minimum qualification and experience of the key professionals who shall be deputed to complete the task as envisaged by the Bank

9 Scope of Work

The Bank expects the bidder to provide services across a period of 15 months from the date of acceptance of purchase order. The scope of the project is divided into 2 parts:

- Consulting scope
- Project management of implementation

Part A – Consulting Scope

The Bank expressly stipulates that the bidders /SP's selection under this RFP is on the understanding that this RFP contains only the principal provisions for the entire assignment. The SP shall be required to undertake and perform all such tasks, render requisite services and make available such resources as may be required from time to time and requirements made known by the bank during the period of the contract.

Based on the defined scope, the bidder shall be required to independently arrive at the methodology, based on globally acceptable standards and best practices, suitable and acceptable for the Bank, after taking into consideration the effort estimate for completion of the same and the resource requirements.

The scope of work specified is a fixed price contract and no additional fees other than what have been quoted by the bidder/ SP would be payable by the Bank.

The bidder /Consultant / SP is expected to provide on-site management assistance to the Bank for end –to end contract renewal/refresh and upgrade of SDR infrastructure (Hardware/Software) with the existing/short-listed (as the case may be) System Integrator at DC and DR. This phase of the project is anticipated to last over a period of 6 months till the time the renewal contract is signed with the System Integrator. The scope to be undertaken by the bidder for entire consultancy assignment during the contract period is detailed as below in the following phases:

1. Current State Assessment:

As part of this phase the bidder is expected to undertake a detailed current state assessment of the data warehouse project which would include but not limited to:

- Understand the current SDR project implementation at the Bank and its business and functional capabilities.
- Gain understanding of the contractual obligations between the Bank and the current system integrator
- Gain understanding of the scope delivered by the existing System Integrator
- Gain understanding of the technical architecture and deployment model
- Conducting key Stakeholder discussion (Business users and management users) to determine gaps between the implemented solution and the future requirement.

- Document on the comparison analysis made and the solution identified.
- Identify the technical and functional upgrade requirements across all components in view of future data growth in next 5 yrs.
- Understand the new / additional business functionalities and used cases required for the Data warehouse / data lake solution.
- Study of data analytics requirements of Banks functional divisions and existing reporting and analytics capabilities.
- Identify the components that would require upgrade, replacement, enhancement at the data center and disaster recovery site for hardware, software, network, bandwidth, ATS, AMC, Facilities management, security and software licenses which are part of the system integrators scope
- Draw up a comprehensive strategy / plan on how the components would be upgraded, replaced, enhanced at the data center and disaster recovery site.

2. Finalizing Requirements and Defining Procurement Strategy:

The bidder is expected to advise the Bank on the strategy and way forward to be adopted for the data warehouse / data lake. The broad scope of this phase will include:

- Define the role and need for a data warehouse vis-à-vis a data lake environment
- Define the road map and transition plan for the data warehouse / data lake
- Identify transition options between the data warehouse and data lake
- Identify 10 used cases for which the data warehouse and data lake would be utilized
- Define and agree the procurement strategy with the Bank along with the benefits or pitfalls for each of the options e.g.
 - Continue with the current solution and upgrade all components with existing SI
 - Continue with the current solution and upgrade all the components with a new SI
 - Go for a fresh procurement for an all new solution with a new SI
 - Or any other strategy as may be suitable in concurrence with Bank's requirements and CVC guidelines
- Define and agree the implementation model with the Bank along with the benefits or pitfalls for each of the options:
 - Cloud vs on-premise
 - Ownership vs outsourcing model
 - Single SI RFP vs multiple RFP
- Evaluate the business functionalities the data warehousing is currently supporting in terms of :
 - Analytics
 - MIS and reporting
 - Regulatory reporting
 - Risk management (credit, market, liquidity and operations risk)
 - Financial and balance sheet management (ALM, FTP, cost allocations, planning, budgeting and forecasting, IFRS 9 etc.)
- Define the technical and functional architecture for the data warehouse / data lake

- Evaluate between open source vs. packaged solutions
 - Define the network and security architecture for the solution
 - Identify sizing requirements and discuss the same with the Bank
 - Guiding and providing required advice to the Bank for successful renewal/upgrade of data warehouse / data lake project.
 - Define and agree the procurement strategy with the Bank along with the benefits or pitfalls for each of the options.
 - Discuss with the Bank on compliance to CVC guidelines and other regulatory and statutory guidelines for the approved procurement strategy.
 - Finalize the data warehouse / data lake strategy with the Bank and obtain consensus.
3. The bidder will be expected to deploy senior enterprise architects to define the to-be architecture of the data warehouse / data lake together with all surrounding applications/modules. The consultant to guide the Bank in defining the strategies for the Bank and the business case for following modules under SDR (data warehouse) project.
- a. Analytics & Data Mining
 - b. MIS Reporting and Dashboards
 - c. Regulatory Reporting
 - d. Analytical CRM
 - e. Risk management (credit, market, liquidity and operations risk)
 - f. Financial and balance sheet management (ALM, FTP, LCR, NSFR, cost allocations, IFRS 9 etc.)
 - g. Corporate Performance Management (Planning, Budgeting & Forecasting)
 - h. Data Quality

As part of this phase the consultant is expected to

- Define the new solution architecture including the technical enterprise architecture framework and architecture model for the Bank. The framework and model defined should adhere to industry standards such as TOGAF etc. Consultant should suggest multiple approaches and best practices with working proof model.
- Finalize the requirements with the Bank and obtain consensus
- Conduct workshops with the Banks IT and business users on the use and applicability of the modules
- Define the business case and cost benefit
- Identify areas / used cases where the Bank can leverage the functionalities of these modules
- Define the business and technical architecture for implementation of these modules
- Define the integration and security architecture
- Define the strategy and requirements for customer one view, sales, marketing and customer analytics

4. RFP Formulation and Vendor Selection (if required)

The bidder is expected to assist the Bank in the end-to-end vendor evaluation and selection process and conduct as detailed technical and functional evaluation of the eligible bidders. Some of the solutions envisaged to be procured by the Bank as part of this initiative are:

- Data warehouse / Data lake

- Analytical CRM
- Risk management (credit, market, liquidity and operations risk)
- Financial and balance sheet management (ALM, FTP, LCR, NSFR, cost allocations, planning, budgeting and forecasting, IFRS 9 etc.)
- Analytical engines
- Distribution solutions
- Replication solutions
- Infrastructure and communication components at the data center and DR including hardware, software, system software, network infrastructure etc.
- Any other components that might be required to support the business functionalities
- As part of the RFP process the bidder would need to perform the following scope:
 - Define the functional and technical requirements / specifications for the technology components.
 - Define and develop SLA parameters for various IT components and services. These would include:
 - Uptime of critical systems.
 - Maintenance of downtime parameters
 - Expected service levels and desired service level parameters
 - Any other relevant parameter specific to the project
- Prepare a Framework which will include review of various options depending on best fit option along with cost estimates for each of the Data centre, disaster recovery site.
- Define scope documents as per the defined and agreed strategy with the Bank.
- Define escalation matrix and procedures.
- Assist Bank in pre-bid meetings and respond to the pre-bid technical and functional queries of the bidders.
- Assist the bank in conducting the eligibility evaluation and short-listing.
- Vendor evaluations and selection process. Conduct a detailed technical and functional evaluation of the eligible bidders.
- Assist the Bank in performing product demonstrations and functional product evaluations.
- Perform technical Bill of Material evaluation.
- Present the technical and functional evaluation to the Bank's Senior Management.
- Conduct a commercial bid evaluation of the technically short-listed vendors.
- Assist the bank in short-listing the final vendor.
- Work with bank's legal team for defining the Service Level Agreements and formulating the complete contract for the system integrator.
- Adhering to relevant procurement guidelines as defined and shared by the Bank.
- Evaluating proposals received from system integrator/vendor for the solutions during RFP/ renewal process.
- Evaluate the new version of the applications/software's/appliances proposed by System Integrator.
- Evaluate the fitment of the new versions in terms of functional and technical fitment in the overall current SDR architecture of the bank.

- Assist the bank in finalizing the scope, service levels and pricing for the version migration. Finalizing the agreement between the bank and the existing/shortlisted system and obtain consensus.
- Formulate Escrow arrangement.

Part B – Project Management of Implementation

1. Project Management of Implementation:

The bidder will be expected to provide senior experienced resource to manage the complete delivery, acceptance and implementation of the project. The Bank clearly expects that for all steering committee and management meetings the engagement partner / in-charge having experience of executing similar projects from the bidder should be made available to the Bank

The scope of work expected to be performed by the bidder as part of project management is as follows:

- Hardware and infrastructure acceptance testing
 - Define implementation plan along with the system integrator/s for the hardware and infrastructure acceptance testing at the data center and disaster recovery site respectively.
 - Design the acceptance criteria for each application and component that needs to be deployed / upgraded at the data center or disaster recovery site
 - Finalize the acceptance criteria with the system integrator or OEM's. Perform the acceptance of the equipment's at the data center, disaster recovery site for all applications covered under the scope of the system integrator for the following :
 - Provide an acceptance report to the Bank for implementation at both DC and DR.
 - Assist the Bank in resolving the gaps observed during the course of acceptance testing
 - Re-validate the closure of the gaps and provide a compliance report
- Provide Project Management Assistance for end to end project implementation
 - A. Setup the project management office and framework comprising of:
 - i. Project plan formulation
 - ii. Project risk analysis
 - iii. Assistance in project management and project delivery team identification and resourcing
 - iv. Change management procedures
 - v. Project risk management and detailing
 - vi. Project quality management procedures
 - vii. Review the documents drafted by System integrator and provide comments on the documentation and assist the Bank in the sign-off of the documents
 - B. Customization identification, base lining and porting approach

- ❖ Review the documents drafted by system integrator and provide comments on the documentation and assist the Bank in the sign-off of the documents
- ❖ Review the resolution provided by the vendor and offer the solutions to the Bank based on the industry best practices
- ❖ Manage and monitor the customization porting and resolutions

C. Integration

- ❖ Review the integration strategy proposed by the vendor
- ❖ Assist the Bank in finalizing and accepting the integration plan and strategy
- ❖ Manage and monitor the complete integration

D. Testing – UAT, SIT, Data Migration testing

- ❖ Review the test strategy and test plan prepared by the vendor
- ❖ Assist the Bank in defining the process for test case review and sign off
- ❖ Review the test cases prepared by the teams
- ❖ Assist the Bank monitoring the complete testing
- ❖ Assist the Bank in vendor evaluation for the testing agency if required
- ❖ Assist the Bank in obtaining the final sign-off for testing
- ❖ Manage and monitor the end to end testing

E. Data migration & ETL

- ❖ Review the ETL & data migration strategy and plan drafted by the vendor
- ❖ Manage the complete data migration and testing
- ❖ Assist the Bank in data migration sign-off
- ❖ Manage and monitor the data migration exercise

F. Training

- ❖ Review the training plan prepared by the vendor for core team, end users, technical training
- ❖ Review the training content and material provided by the vendor
- ❖ Monitor and manage the training programs including training feedback and corrective actions if any

G. Rollout

- ❖ Review the rollout strategy proposed by the vendor
- ❖ Manage and monitor the rollout

H. Stabilization

- ❖ Assist the Bank in putting in place processes and framework for smooth cut-over and stabilization
- ❖ Manage and monitor the stabilization of the version upgrade and migration

- Independently review the progress made in the implementation of the project and provide status updates and reporting
- The bidder is expected to review the performance benchmarking of the proposed solution including the renewed / upgraded IT assets and the new solution sourced as part of refresh.
- The Consultant will provide its audit service for performing the solution benchmarking on the defined operating business parameters of the solution including the operating technology parameters
- Provide regular updates to the steering committee and board as required by the Bank
- Participate in all technical and functional discussions relating to the projects.
- Manage vendors & their sub-vendors to ensure optimal performance, improvement of existing processes
- Governance & project management:
 - i. Documenting the project terms of reference, and running the project plan (broken down into a run-book), milestones, identify and then closely monitor critical path items
 - ii. Completing the required governance framework to be applied
 - iii. Project budget & cost tracking to maintain cost discipline
 - iv. Maintaining a risk, issues and events log for the project phase of this journey
 - v. Timely & frequent interactions with cross functional working groups
 - vi. Providing periodic and need-based updates. Day to day liaison with Bank and the vendor teams for implementation of the agreed IT model
 - vii. Monitor technology performance (bank and vendor systems) from governance & service delivery standpoint to ensure agreed service levels are always met
 - viii. Put in place necessary controls & checklists for ongoing monitoring
 - ix. Stakeholder management & interface, and resourcing to facilitate smooth project progress

10 Expression of Interest

Bank invites reputed bidders to submit their "Expression of Interest" for the scope of work as indicated (Section No. 9). The scope mentioned above covers only the general requirements. The requirements in detail will be provided to the short listed bidders through a final RFP.

The submission of the EOI shall include all such documents that are specified herein to prove the authenticity of their submission and any claim made therein. The responsibility of proving such claims shall lie with the bidder.

All costs & expenses associated with submission of EOI shall be borne by the bidder while submitting the EOI and Bank shall have no liability in any manner in this regard or if it decides to terminate the process of short listing of bidders for any reason whatsoever.

Please Note: This is not a Request for Proposal (RFP) and commercials are not required to be submitted with "Expression of Interest".

11 Selection Process

The EOIs received shall be evaluated on criteria based on general and specific experience of the bidder, experience and qualification of key staff, organizational infrastructure, financial standing, or such other criteria as appropriate. Only short-listed firms/bidder shall be issued the RFP and only they shall be allowed to participate in the RFP process.

However, Bank reserves the right to float a fresh /open RFP for selection of bidders, not restricted to the entities shortlisted through the EOI process. Bank will have an absolute right to short-list the respondents who have participated in the EOI.

Short-listed bidders may be invited for their presentations/discussions on a suitable date where they can inform about their company, operations and approach. In due course, a final RFP will be prepared by the Technical Committee and issued to the short listed bidders.

The bidder shall bear all costs associated with submission of EOI, presentation desired by the Bank. Bank will not be responsible or liable for any cost thereof, regardless of the conduct or outcome of the process.

Bank reserves the right to short list bidders based on the requirement of the Bank and consider them for the next stage of evaluation. The decision of the Bank in this regard shall be final.

Bank further reserves the right to issue Request for Proposal (RFP) to bidders it deems eligible and qualified based on the responses received and the requirements of the Bank.

The right to suspend the short-listing process or part of the process, to accept or reject any or all EOIs at any stage of the process and/or to modify the process or any part thereof at any time without assigning any reason therefore is reserved by Bank without any obligation or liability whatsoever.

Bank reserves the right to qualify or disqualify any or all EOI responses without assigning any reasons whatsoever.

12 Submission of “EOI”

Interested bidders may submit their EOI which should contain information as asked in Annexure-I.

Copies of the following documents are required to be submitted along with the EOI

- (i) Copy of registration certificate.
- (ii) Certifications like CMMM / ISO certification of the bidder if any.
- (iii) Audited Financial Reports for last 3 years.
- (iv) List of major projects implemented in the past 5 years with full particulars of clients
- (v) Any other relevant information considered necessary for successful implementation of the proposed scope of work.

- (vi) Contact details of the authorized signatory and authorized contact person on behalf of the bidder/consultant
- (vii) All pages of EOI shall be signed by authorized person

Interested parties should submit the EOIs at Central Bank of India, 1st Floor , DIT, Plot no. 26, Sector 11, CBD Belapur, Navi Mumbai- 400614. In case the designated day is declared to be a public holiday, the same may be extended to next working day. The sealed cover should be super scribed as – “Expression of Interest – Ref: CO:DIT:PUR:2018-19:262”.

Please Note: This is not a Request for Proposal (RFP) and commercials are not required to be submitted with “Expression of Interest”.

13 Other Terms and Conditions

1. Before the date of submission of document of EOI, Bank may modify any part of this document. Such changes if any may be in the form of an addendum/corrigendum and will be uploaded in the Banks website www.centralbankofindia.co.in. All such changes will automatically become part of this Request for EOI and binding on all applicants.
2. Request for extension of date for submission of EOI shall not be entertained. However Bank at its discretion may extend the deadline in order to allow prospective applicants a reasonable time to take the amendment/changes.
3. Queries (if any) shall be e-mailed in prescribed format (as per Annexure 2) as per **Important Dates & Information** mentioned in section no. 2

14 Annexure 1

1. Company Name
2. Date of Incorporation
3. Constitution of the Company (PSU/PSE/Pvt./LLP/Limited Company etc.)
4. Corporate Office Address
5. Mumbai Office Address
 - a. Contact person
 - b. Phone number
 - c. Email address
 - d. Fax number
6. Turnover for last 5 years (2013-14, 2014-15, 2015-16, 2016-17, 2017-18)
7. Net Profit for last 5 years (2013-14, 2014-15, 2015-16, 2016-17, 2017-18)
8. Number and details of Data Warehouse consultancy projects executed in India
9. Number and details of Data Warehouse consultancy projects executed outside India
10. Number and details of Project Management projects carried out in India

11. Number and details of Project Management consultancy projects carried out outside India
12. Any experience in executing the used cases specified below for a Bank or Financial institution in India / Globally
 - a. Fraud monitoring
 - b. Credit analytics
 - c. Payment analytics
 - d. Operations analytics
 - e. Customer analytics
 - f. Marketing analytics
 - g. Cross sell / upsell

Note: Details should include client name, turnover of the client, branches/offices of the client

13. Number of resources experienced across technologies namely Data Warehouse, Data Lake, Business Intelligence, Asset Liability Management, Corporate Performance Management, Analytics, Customer Relationship Management
14. Number of resources with TOGAF certification
15. Number of resources with PMP certification
16. Experience profile of resources on technologies mentioned earlier (0-3 years, 3-6 years, 6-10 years, 11-15 years, 15 years and above)
17. Details of certifications held by company (e.g. CMMM, ISO 27001 etc.)
18. Whether the company or and its group (firm / company) is black-listed by any public sector bank, RBI, IBA, or any other regulatory authority at the time of submission of EOI. If yes since when.

15 Annexure 2

Query format for Pre-EOI meeting: Specific Queries Related to EOI Document

EOI Ref. No. CO:DIT:PUR:2018-19:262	Bidder's Name:				
S.no	Page #	Section #	Main Section Name	Clarification Point as stated in the EOI document	Comment/Suggestion/Deviation

End of Document