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WEATHERHEAD SCHOOL OF MANAGEMENT

## Request for Proposal

Center for Business as an Agent of World Benefit

10.29.2008

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## **Background**

The Center for Business as an Agent of World Benefit (BAWB) discovers and amplifies business innovations and turns the global environmental and social issues of our day into core value-creation opportunities through applied sustainability, research, and education. BAWB answers the *how-to* question of sustainability.

One of the core projects at BAWB is the World Inquiry (WI), a vehicle used to collect and disseminate stories of business innovations that positively impact business, the environment, and society. To date we have over 3,000 interviews and about 150 profiled stories. We are currently scaling up the WI and forecast we will receive over 6,000 submissions and will profile at least 1,000 stories over the next five years.

## **Overview of Project**

Our new project involves creating a new state-of-the-art website that will comprise of three primary portals: I. Discussion II. Stories of Innovation, and III. Resource Center.

The overarching goals of the site are for it to be:

1. Scalable
2. User friendly and simple
3. Interactive so as to prompt a global conversation
4. Unbiased – not too corporate or academic
5. Have voting capability

The purpose for the site is to facilitate and empower co-learning between business leaders, civil society, and academics who are interested in learning more on how to implement sustainability practices. This site will also serve as the vehicle for a Nobel-like award that will be presented to a business leader in sustainability in the near future.

## **The Interface: Scope**

This section explains the functional requirements of the interface for BAWB employees and site visitors. Each section will be described below as a user sees it, not as technical instructions for design. These situations merely describe the *functionality required* with the design details left to the discretion of the developers.

The scope is divided into six sections: the three main portals (I. Discussion, II. Stories of Innovation and III. Resource Center), provisions for the homepage, administrative portal, and other requirements.

### *I. Discussion*

The vision of this section is to facilitate a global conversation as it pertains to each category (i.e. energy efficiency, sustainable agriculture, waste to profits). All content needs to be tagged, categorized, and searchable in a robust taxonomy system. A visitor can view the conversations taking place and can contribute two comments without registering on the site. After two contributions to the forum they must register. We would like to make this as painless as possible with a very short registration form: a pop-up screen with few fields, thus little hassle.

The minimum fields would be first and last name, organization, title, industry, user name, and company email. The company email is important to verify the user's credibility. An email containing a confirmation code will be sent to the user's company email upon initiating registration. Registration will not be finalized until the confirmation code is received and copied into a verification screen on our website. The email should arrive within a few minutes of the registration so as not to deter someone from losing their thought and contributing to the forum. A link should be included within the registration pop up screen that explains the benefits of registering. We would also need a filter to prevent spam.

Within each discussion page registered and unregistered visitors should see information on who is contributing. A registered user can scan over another registered user's name and see name, company, title, industry, and a hyperlink that permits them to send that user a message. An unregistered visitor can see only a registered user's name and industry when they scroll over the name. There will need to be an emailing system housed within the site where registered users can send messages to other registered users without invading their private emails similar to SitterCity, Monster, or Facebook.

In order to empower our users and promote participation we would like to house a voting system very similar to IdeaScale to "give points" or rate the best treads and discussion choices within each category. This voting system will occur throughout the site as discussed later.

The conversations will vary from high-level ideas and/or questions to technical discussions of applications, such as how to convert organic waste into energy. Due to constantly changing needs of industries, it is essential that BAWB administrators have the capabilities to edit and add the dialogue categories and subcategories as often as necessary. A registered user should be able to submit a request for a new category or conversation for approval by the administrators. If approved, the administrators will then create a new category or subcategory and alert the user via email that their request has been created.

If a user searches specific question, we would like that conversation to be captured in a way similar to what trip advisor does in their forums. For example, see <http://www.tripadvisor.com/Tourism-g21-Middle-East-Vacations.html>.

It is essential that administrators have the capabilities to delete posted messages as well as suspend and block users who are abusing the discussion portions. We would need the flexibility within the technology to control the quality of users and projects.

## *II. Stories of Innovation*

The purpose of this section is to provide site visitors with positive stories on how businesses have implemented sustainable practices and have benefited as a result. The stories all need to be easily searchable via keywords as well as filtered through categories and subcategories. Categories will coincide with the discussion and projects portal. Each story will have its own discussion capability. A visitor will be able to view the conversations taking place and contribute two comments without registering on the site. After two contributions they will have to register.

This section will utilize the 150 profiles already written and published from the BAWB Innovation Bank (<http://worldbenefit.case.edu/innovation/>). It is necessary that registered users can upload stories of innovations in a format compatible to the profiles already published to maintain a sense of consistency. The steps to upload a story need to be clear, concise, and hassle-free. BAWB has a set of guidelines and a protocol for the types of stories we seek. It is very important that BAWB administrators can edit the

protocol and guidelines for the stories as often as needed without having to go through a middle person. After a user uploads his or her story it should be placed in a back admin site to await review (a process discussed below). A confirmation email should be sent to the contributing user to notify him or her that the submission was received. Once a story is reviewed, accepted, and written by one of BAWB's writers, it should appear within its respective category for all visitors to read. An acceptance/rejection email should be sent to let the user know the status of the story.

In the spirit of continuous interaction, users will be voting on stories that resonate with them. Capacity for using multimedia to share stories is very important. The bidding firm will need to show its competence and flexibility in working with multimedia sources.

### *III. Resource Center*

The resource center is where teaching materials and other resources on how to be sustainable will be housed. Users will upload case studies, research papers, and other reports on sustainability activities. Like the stories of innovations, there will also need to be a discussion and voting function. The approval process would not be as extensive as the stories process, since necessary editing and collaboration between reviewers and authors will occur off the site, with final results of editing being posted to the live site. Case studies, research papers, and any other material within this portal will also need to be easily searchable and filtered through the same categories and subcategories as the stories of innovation portal.

The site should (1) have the capabilities to allow users to upload their case studies, research papers, or proposals for administrator review; and the site should (2) allow BAWB administrators to post final case studies and research papers online for all visitors to access. Spam is not acceptable. In addition we have partnerships in place with other organizations to share content such as case studies, videos, etc. The main requirement for this portion of the site is to be flexible and collaborative with our partners in order to share content efficiently and effectively.

### *IV. Homepage*

Please refer to appendix A. As seen, there are four links on the side menu: BAWB Initiatives, UN Global Compact, Global Forum, and News and Events. The BAWB Initiatives, Global Forum, and UN Global Compact links will connect visitors to their respective websites. The News and Events link will include scrolling recent news and events powered by one of our partners. Once a visitor clicks on the news link they should not be redirected to the partner's site. Instead, there will be a "powered by Partner X" link at the top and bottom of the news page. The page itself should have the look and feel of this site as to not lose any viewers.

On the homepage there should be a search function similar to Google in that a visitor can specify their search through news and events, discussion and projects, stories, resources, and geographical location. When the search criteria are populated it should have the highest voted links appear first.

### *V. Administrative*

This portal will only be available to BAWB employees when they login. As a user goes into the "staff login" link, he or she will input the appropriate user name and password; this requires that the development include pre-arranged logins for BAWB employees.

Regarding the discussion portion of the site, administrators will need to be able to delete posts and categories at will as well as suspend and/or block abusive users. As stated previously, built-in flexibility

around the quality-control criteria is critical at this point. We need the option of either starting with a select group of contributors followed by expanding allowed contributors or vice versa. We will also need to be able to review submitted requests for new categories. Once the new project is approved a confirmation email to the user should be sent.

For the stories of innovation admin section, a list of all submitted stories should be viewable in one screen. Submitted stories can then be assigned to admins for review. A review form will need to be standardized for each submission. All reviewers should be able to see the others' responses on the same screen as the submitted story as to avoid unnecessary clicking and going back and forth between screens. After an internal meeting, an admin will select either 'accept', 'reject', 'obtain more information', or 'lead.' Therefore we need four portals to put the story: accept, reject, obtain more information, and lead. If the story is accepted it will go to the accept portal where it can be "checked-out" so one of BAWB's writers can write it. After the writer has finished the story, it will go to an editing portal where select BAWB members will finalize the story and make it live on the site. There should also be an option to send it back to the writer for changes. This will require certain permissions for each admin member: a permission to review stories and write and a permission to add new admins, assign admins to stories, review, write, edit, finalize, and add / delete.

If the story is rejected, the story should go into a database where all rejected stories will be stored. We would like the ability to "rescue" it at any time for another round of reviewing. If the editorial board feels the story is good but needs more information, they will send it to the "obtain more information" portal with comments on what information the story needs. If the story is a "lead" for another story, we will place it in the lead portion of the site also with comments. Whatever the decision is, an email should be sent to the submitter on the status of his or her story. BAWB will provide a template for such emails. BAWB admins should be able to edit and/or remove stories that are live at any point.

Additionally it is important that statistics be tracked and readily available to see how many stories were submitted, rejected, and accepted. This includes stories and profiles already collected. These statistics should be easily viewed by BAWB admins. We also have partnerships in place to share our content. It is very important to have an easy way to export the profiled stories to our partners' sites.

For the case studies and research papers, importing and exporting content easily and efficiently is very important as BAWB's partners are willing to share case studies. An approval step is needed here once case studies or research papers have been imported to ensure quality. Once approved the case study or research paper should go live. BAWB will need the ability to remove a document at will without going through a middle person. Again, spam is not acceptable.

In order to continually drive users to the site we would like to have weekly features around an important discussion, a related story, and a related case study or other resource material. As such we will need the ability to highlight such a feature on the homepage and each portal's page through the admin section.

#### *VI. Other Key Requirements*

Due to our very close relationship with Case Western Reserve University as well as outside partners, flexibility and the willingness to collaborate with different groups of people to ensure the website operates at its optimal level is a must. Because BAWB already has a great deal of content, working with Case's IT department is necessary to make sure all old content is integrated while still maintaining the scalability and quality of this new site. Additionally, BAWB's main database is on the Case server, which is where it will stay for the time being. If there is a way to directly upload new contact information, such

as from people who register, that would be ideal. If that is not possible, then we would like to be able to export the information into an Excel spreadsheet as needed.

Another aspect that is important to BAWB is the freedom and autonomy for us to edit content on the site. We do not want to have to call or email someone every time we would like content changed. Training and supporting our administrators will be necessary, hand-holding will not be.

### **Aesthetics**

We want the look and feel to be simple, dynamic, and memorable using colors that are on Case's site (<http://weatherhead.case.edu/>). Please see appendix A – E for mockups we have envisioned.

### **No Scope Creep**

It is important that our information system design is limited to the functionality and timeframe we determine. Traditionally, it is easy for a firm to quote a price and let it “creep” up by 10% to 25%, depending on the project. This situation is not acceptable to us. It is the developing firm's responsibility to clarify any discrepancies or unclear passages in the RFP; there should be no confusion as to the design intentions of the project. BAWB is available around the clock to answer questions pertaining to the design. An open line of communication is expected.

We conclude that any creep in the scope of the design (additional unspecified functionality), price, or timeframe is not acceptable without written approval from BAWB.

### **Timeline/Important Deliverable Dates**

Our goal is to launch the final web solution by late April 2009. Below are some key dates for the bid process:

- 1) RFP Released – Wednesday, October 29, 2008
- 2) Proposals Due – Monday, November 24, 2008 at 5:00PM EST via email
- 3) Negotiations – November 24 – December 5, 2008
- 4) Decision released – Monday, December 8, 2008

We also have some estimates for the product development. These, of course, are completely negotiable with the received proposal:

- 1) Initial database development – December 2008 – May 2009
- 2) Interface and homepage development – June 2009
- 3) Operating demonstration – July 1, 2009
- 4) Functionality and user acceptance testing – July 2009
- 5) Pre-launch modifications – August 2009
- 6) Launch – August 26, 2009
- 7) Post-launch support and debugging – September – October 2009

## **Stages of Project Management**

We have identified several stages of the solution development that we require for quality control. They are described below. We recommend that in the proposal response a Gantt chart is used to demonstrate the dates in which these stages will exist.

- 1) Development – This is the period when the web-development and programming are completed.
- 2) Functional Testing/Dry Run (2 weeks) – This is a stage at which the BAWB team will test the operating solution. It is expected that this stage will produce many defects which will require fixing. At the completion of dry run, the data entered into the database should be cleared.
- 3) User Acceptance Testing (3 weeks) – This is another “dry run” in which our users will test the system. The registering, uploading of stories and case studies, review process, acceptance/rejection emails, and discussion areas will be tested thoroughly. This tests functionality as well as the “usability” of the solution. Adjustments will be needed after this stage.
- 4) Stress Testing (1 day) – This stage will test the completed product against heavy traffic. We want to simulate 50 to 100 users using the website simultaneously.
- 5) Go-Live – This is the “launch” day in which the solution is user-ready.
- 6) Support (3 months) – This is post-go-live technical support to correct bugs and modify design.

The vendor’s project management may add stages to this development as long as it does not expand the time duration of the project. The goal of these stages is to ensure that the solution is functional, usable, and defect free.

## **Propriety Design**

As this project will be designed specifically for BAWB, the source code will be owned by and only by BAWB. Your company will be able to showcase the product in demonstration form, but BAWB will retain all rights to use and license the application and its source code.

## **Support and Future Development**

Before beginning the project, BAWB would like to ensure that a team will be available to maintain and upgrade the project as needed for a reasonable amount of time. We request a quoted hourly rate for maintenance. We also request a rate for future development, which includes adding features and substantially changing the project. An agreement regarding the availability of maintenance and extra development in the future will be made before the project is started.

In addition, we require one month of support, to be included at no additional hourly charge, after the official launch of the application to ensure that bugs missed during testing phases can be addressed without hindering operations.

### **Instructions for RFP Response**

As a bidding firm, you should submit a written bid to the BAWB team in response to the RFP. This bid should be structured according to the details in this passage. It is due on **Monday, November 24, 2008, at 5:00PM EST via email.**

The response can contain text, spreadsheets, graphs, screen shots, diagrams, etc. We expect a full explanation of what solution your firm is proposing and how you will accomplish it. The following details should be addressed:

- 1) **Executive Summary** of scope, timeframe, and price
- 2) Details of **Scope and Development**, along with suggested changes to design proposed in RFP
- 3) Detailed **Time Frame** for development
- 4) **Project Management** – describe the primary players in the project management as well as the staffing for the project and when and how we can contact the project management team
- 5) **Maintenance, Further Development** – amount of included maintenance and rate for further development or maintenance after that time period
- 6) **Proposed Price** – itemized price and when payments are due
- 7) **Statement on Scope Creep** – acknowledge the importance of a timely completion with no additional functionality or price creep
- 8) **Unrestricted Section** – the developing firm may add any additional documents, explanations, etc., that it needs to fully explain its solution

Any questions before and during the development should be formatted and addressed as follows. The question should be written in memo form addressing BAWB, acknowledging who is the sender, the date sent, the subject, and the question in detailed sentences/paragraphs. These should be emailed to Erin Christmas ([erin.christmas@case.edu](mailto:erin.christmas@case.edu)) as attached MS Word, Adobe PDF, MS Excel, or other MS office formatted documents.

Amendments (changes, additions, and clarifications) will be released uniformly to all competing parties. They will be in either MS Word or Adobe PDF format. If these are acknowledged by BAWB as changes to the scope, the developing firm may respond with changes in the price, but it must be agreed upon in writing by the two parties.

### **Evaluation for Bids**

All bids will be judged according to a combination of price, proposed time frame, and functionality. However, we will not create a rubric for scoring solutions according to price, functionality, and time. In a solution like this that is not a commercial-off-the-shelf solution, design and functionality can vary wildly. To provide a scoring rubric would give a very inexpensive solution lacking critical functionality a competitive edge. This should not be the case. The contents of this RFP are intended only for the

addressed party to which the bid was sent. Sharing the content or ideas in this RFP will be considered a violation of this agreement and BAWB will pursue appropriate legal actions. This is confidential material.

The acceptable bids will be evaluated and all vendors will be alerted of the winning vendor on approximately **Monday, December 8, 2008 by 5:00 PM EST.**

## Appendix A: Homepage



## Appendix B: Discussion Portal



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**DISCUSSION: Hydrogen Fuel Cell**

HondaSustainabilityRep: Driving range far exceeds Honda gasoline counterpart.  
#2GreenUser123: How does the refueling process work? Is it user friendly enough for soccer moms to handle?  
GreenUser123: Yes, the technology is very user friendly and Honda has minimized the risks to hazard conditions.  
CaseEngineeringDept: The concept has been validated and the technology is now safe enough to be used by the general public.  
#2GreenUser123: Thank you for the feedback. I now feel more comfortable buying this kind of vehicle.  
2. Clean Air  
WorldBusinessAcademyMember: I live in California and these types of zero emissions free vehicles are what we need more of.  
HondaSustainabilityRep: Yes I agree, and so does Honda. We will be launch new generation of Hydrogen Fuel Cell Vehicles very soon.



POSTED BY: Green Business  
**CONTACT THIS POST**  
SHARE THIS PAGE  
RATED: ★★★★★

☒ **RATE THIS DISCUSSIONS**  
★★★★★

**Infrastructure**  
GreenUser123: How do we get past the challenges in developing a network of refueling stations for these vehicles?  
HondaSustainabilityRep: We have collaborating with State & Local governments, notably in California to help develop this infrastructure  
DeptOfTransportationUser: I live in California and think that if these stations were strategically placed in areas between San Francisco and Los Angeles we can optimize the use of this new technology  
Durability

## Appendix C: Stories of Innovation Portal



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**REGISTER** sign up now

 **NETWORK**

 **SUBMIT YOUR STORY**

 **VOTE ON PROJECTS**

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### STORIES: Stories From the Field



Sample text about this particular stories. Jimmba jaba and if, the story is a long. Filler text and space foroua. Kalkd fkdka dka lld akd lldkjfdj j, d kdald kdiivmm c. Sample text about this particular stories. Jimmba jaba and if, the story is a long. Filler text and space foroua. Kalkd fkdka dka lld akd lldkjfdj j, d kdald kdiivmm c. Sample text about this particular stories. Jimmba jaba and if, the story is a long. Filler text and space foroua. Kalkd fkdka dka lld akd lldkjfdj j, d kdald kdiivmm c.

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## Appendix D: Resource Center Portal



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**RESOURCES: Teaching Materials**

**"TITLE OF TEACHING MATERIAL" , Author (2008)**  
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## Appendix E: Flow Chart

