

PROGRAM AGREEMENT

THIS AGREEMENT is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: Infosys Public Services Canada, Inc.

Supplier Corporate Jurisdiction: 275 Slater Street, Suite 501 Ottawa, Ontario, K1P 5H9

(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

RFP Title Implementation Services for Enterprise Resource Planning (ERP) Software

(the "**RFP**").

BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

NOW THEREFORE, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

ARTICLE 1 INTERPRETATION

1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

"Administrative Fee" means the fee paid by the Supplier to Canoe as described in this agreement (Administrative Fee) and protected under FOIPPA.

11.11 Further Assurances


Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.


11.12 Counterparts

This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.


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

CANOE PROCUREMENT GROUP OF CANADA

By: 
Tyler Hannemann (Jun 24, 2026 13:03:56 MDT)
Name: Tyler Hannemann
Title: General Manager

By: 
Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: Infosys Public Services Canada, Inc.

By: 
Michel Tourigny (Jun 24, 2026 13:49:07 EDT)
Name: Michel Tourigny
Title: AVP & Head

SCHEDULE "A"
RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

This solicitation process is structured as a solutions-based solicitation, indicating that Canoe is seeking services aligned with the general requirements outlined in the scope of this RFP and consistent with widely accepted industry standards.

The objective of this RFP is to identify and engage qualified suppliers capable of delivering Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, provincial governments, academic institutions and healthcare organizations. Proponents may include related services provided these are complementary to the proposed commodities.

B. REQUESTED SERVICES

Canoe is seeking proposals from qualified suppliers for Implementation Services for ERP Software.

The Proponent will be required to provide professional services with the technical expertise and management required to modernize Canoe Member's digital infrastructure while updating business functions to improve data accuracy and operational efficiency.

Canoe has engaged with over 70 public agencies in preparation of this RFP in Q4 of 2025.

Many are users of legacy platforms which will no longer offer mainstream support within the next couple years.

Core Service Categories

- **Vendor selection support:** As required, assist Canoe Members in identifying the most suitable ERP software before the implementation begins. The proponent will act as an expert advisor to guide Members through a structured needs assessment process. This service includes gathering detailed business requirements from stakeholders, create the necessary technical specifications, coordinate software demonstrations and perform a fit gap analysis to identify system limitations, etc.
- **ERP solution roadmap:** create and maintain an ERP solution roadmap to align with Canoe Members' business objectives and needs including a strategic roadmap, stakeholder engagement, implementation timeline, milestones, etc.
- **Business process engineering:** evaluate existing operations to identify inefficiencies. They redesign workflows to align with industry best practices and the functional capabilities of the ERP platform.
- **Technical architecture and configuration:** design the system environment. This includes configuring software modules, developing integrations with external applications, and ensuring the platform meets Canadian cybersecurity and data residency standards as required by Canoe Members.
- **Data governance and migration:** execute a comprehensive data strategy including

extract, clean, and validate legacy data to ensure a seamless transition into the new database architecture without compromising data integrity.

- **Organizational change management:** deliver structured training programs and communication plans to minimize operational downtime and manage the transition for personnel. User adoption is critical for Canoe Members.
- **Quality assurance and deployment:** conduct end-to-end system testing and User Acceptance Testing (UAT) as well as manage the final deployment to the live environment and provide immediate technical stabilization.
- **Post-Deployment technical support:** provide ongoing technical maintenance and help desk services following the system launch. This includes incident management, software patching, and performance monitoring to ensure the system remains stable and secure.

Services offered:

Proponents are expected to provide a broad selection of services at reduced prices, offering better value than they typically would to federal and provincial governments, municipalities, cities, academic institutions and school boards. These services are designed to support or Canoe Members with the implementation of their ERP solution.

Canoe prefers suppliers that provide a sole source of responsibility for the services provided under a resulting master agreement. If a proponent is including services of its subsidiary entities, the proponent must also identify all included subsidiaries in its proposal. If proponent requires the use of subcontractors to provide the services, the proposal must address how the services will be provided to Members, and describe the network of subcontractors that will be available to serve Members under a resulting Program Agreement.

It is expected that proponents have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the services to Members.

ERP Software solutions available to Canoe Members:

Canoe Members currently have access to Microsoft software solutions under its technology program. <https://canoeprocurement.ca/program/technology-program/>

Canoe currently has a request for proposal for ERP Software Solutions which is available at <https://canoe.bidsandtenders.ca/Module/Tenders/en/Tender/Detail/e0b77942-3a19-4910-8762-b7cb739d2264> where OEMs interested are listed.

Canoe expects to award contracts to multiple software OEMs as part of RFP CAN-2026-001 for the following types of ERP software solutions:

Model 1. Integrated ERP Suite solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Model 2. Best-of-Breed solutions

An ERP solution delivery approach where the ERP platform provides core administrative functions and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data.

Model 3. Specialty Municipal Systems solutions

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Software for emergency management, land-use planning, permitting, GIS or inspections are not included in this category.

1. Utilization of the contract – Canoe members

Canoe Members may choose but are not obligated to utilise the services during the term of the agreement. There is no minimum guarantee of usage.

2. Requirements

Proponents are expected to submit a comprehensive proposal that clearly demonstrates the overall best value in alignment with the scope outlined in this Solicitation. The evaluation of best value will encompass, but is not limited to, consideration of the following components within your RFP submission:

- Competitive pricing across the span of services offered beyond a defined service offering.
- Proponents must specify any costs that are excluded from the pricing of their proposed product or service. These might include expenses such as installation, setup, required training, or initial inspections. In addition, proponents should explain any distinctive distribution or delivery options that are part of the proposal.
- Our Members frequently inquire about several aspects, including: the speed and cost of accessing services, procedures for service access, establishing their own review processes, potential location constraints, user-friendliness of service access, support for the local economy, compliance with trade agreements, advantages for their entities when utilizing this contract, availability of knowledgeable contacts for inquiries, commitment to customer care, expected service quality, and potential impacts on their operations and financial outcomes.

To support an industry leading value-based solution, Canoe is requesting that all interested proponents provide a thorough and comprehensive description of their ability to provide the Deliverables when answering the specification questionnaires in the Procurement Portal.

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

Proponents must answer specification questionnaires directly into Canoe's Procurement Portal. Proposal materials should be prepared and submitted in accordance with the instructions in the Procurement Portal, including any maximum upload file size.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided.

2. Pricing

Each proposal must include pricing information that complies with the instructions set out in the Procurement Portal.

E. MANDATORY TECHNICAL REQUIREMENTS

i. The Proponent must meet the following mandatory requirement(s). Proponents who do not meet the mandatory technical requirement(s) will be deemed non-compliant and their proposal will not be evaluated further.

ii.

Mandatory Requirements – All Proponents	Required Documentation
<p>Information Security. The proponent must hold a valid ISO 27001 certification or equivalent international standard, or provide a current SOC 2 Type II or NIST 800-53 audit report or CyberSecure Canada Certification or Canadian Program for Cyber Security Certification (CPCSC) Level 1 or 2 certification.</p>	<p>Attach a copy of the certificate or the executive summary of the SOC 2 or NIST 800-53 report in the procurement portal.</p>
Mandatory Requirement - Software Partnership	Required Documentation
<p>Proponent who claim to be certified implementation partner or have certification for the ERP software(s) solutions they include in their proposal response must provide proof of certification from the software OEM(s) or provide evidence of an equivalent partnership status with a comparable cloud service provider or technology vendor.</p>	<p>Attach a formal letter or certificate from the software manufacturer or service provide confirming partner/certification status in the procurement portal.</p>

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance
- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Proponents must provide their response in Canoe's procurement portal.

Non-Price Rated Criteria Category	Points	Minimum points
Experience -Public sector experience and expertise with ERP implementation services	20	15
Program offering -ERP Software solution and selection process -Member access to program offering -Scalability and staffing -Technical Support	15	10
Risk identification and mitigation plan -Proactive risk mitigation and reduction of impact to budget, timelines, scope	15	11
Situational questions	15	11
Engagement, sales, marketing and internal training plan	10	7
Subtotal	75	54
Pricing Classification -Discounts offered	25	
Total Points	100	

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

H. PRICE

Pricing is worth 25 points of the total score.

Instructions on How to Provide Pricing

- (a) Proponents should submit their pricing information electronically within the Procurement Portal.
- (b) Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel

and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees, duties, tariffs or other charges required by law.

I. AWARD

There are 3 classifications of award:

Group 1. Partners: All proponents within 8 points of highest score.

Group 2. Non-partners: all proponents within 8 points of highest score.

Competitive Range

Canoe intends to award contracts to all proponents within the Competitive Range. This method ensures Canoe Members have access to high quality vendors and a diverse choice of solutions to meet their needs.

Canoe will rank all proponents by their total score. The Competitive Range includes the highest-ranked proponent and all subsequent proponents whose total scores fall within a 8% difference of the highest score. On a 100-point scale, the margin is 8 points below the top score.

If fewer than four proponents fall within the initial 8% range, Canoe will expand the range to include the highest-ranked proponents. In this case, the score of the second last-ranked proponent becomes the new minimum score for that category.

Canoe reserves the right to limit the Competitive Range to ensure contract quality and management efficiency. Canoe will exclude any proponent whose score is more than 8 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

CAN-2026-002 - Implementation Services for Enterprise Resource Planning (ERP) Software

Opening Date: February 11, 2026 5:15 PM

Closing Date: March 24, 2026 3:00 PM

Vendor Details

Company Name: Infosys Public Services Canada, Inc.
Does your company conduct business under any other name? If yes, please state: Infosys Public Services Canada Inc.
Address: Suite 501 275 Slater Street
Ottawa, Ontario ON K1P 5H9
Contact: Kevin McConomy
Email: kevin.mcconomy@infosys.com
Phone: 905-999-8386
Fax: 416-224-7400
HST#:

Submission Details

Created On: Thursday February 19, 2026 10:42:20
Submitted On: Tuesday March 24, 2026 12:19:37
Submitted By: IPS Team
Email: IPSCanada@infosys.com
Transaction #:
Submitter's IP Address:

Proponents must review and complete the requirement lists and questionnaires as part of their submission.

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Infosys Public Services Canada, Inc.
2	Proponent Address:	275 Slater Street, Suite 501 Ottawa, Ontario, K1P 5H9, Canada
3	Proponent website address:	https://www.infosyspublicservices.ca
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Name: Michel Tourigny Title: AVP & Head, Infosys Public Services Canada Email: michel.tourigny@infosys.com
5	Proponent's primary contact for this proposal (name title address email address):	Name: Paras Wasson Title: Public Sector Lead-Western Canada Address: 275 Slater Street, Suite 501, Ottawa, ON K1P 5H9 Email: paras.wasson@infosys.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	NA
7	Proponent GST registration number:	
8	If the Proponent is representing a consortium, each member of that consortium.	Not Applicable. Infosys Public Services Canada, Inc. is submitting this proposal as the sole Proponent
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	<p>Company History Infosys Public Services Canada, Inc. (IPSC) is a Canadian incorporated, Ottawa headquartered subsidiary of Infosys Limited (NYSE: INFY), established to serve the specific needs of federal, provincial, municipal, and broader public sector organizations across Canada. IPSC builds on more than a decade of Infosys Public Services' delivery experience in Canada and over 40 years of global technology and consulting experience. In 2023, Infosys formally expanded and incorporated IPSC in Canada, with offices in Ottawa, Mississauga, Calgary, and Burnaby, to provide localized delivery capacity, Canadian based governance, and secure facilities aligned with public sector requirements.</p> <p>Core Values IPSC operates under Infosys' established value system: Client Value, Leadership by Example, Integrity and Transparency, Fairness, and Excellence. These values align directly with public sector expectations for accountability, ethical conduct, transparency, and consistent service quality.</p> <p>Business Philosophy IPSC's business philosophy is focused on enabling public sector organizations to modernize core administrative and service delivery systems while maintaining compliance, resiliency, and operational stability. We emphasize configuration first solutions, measurable outcomes, and delivery models that balance innovation with risk management. IPSC delivers services locally in Canada, supported by Infosys' global scale, methods, and tooling, enabling predictable delivery without dependence on a single resource pool.</p> <p>Longevity in the Industry Infosys has over four decades of experience delivering technology and transformation programs globally, with a sustained focus on public sector clients in North America for more than a decade. The establishment of IPSC in 2023 represents the next phase of this long standing presence in Canada, strengthening local accountability and expanding capacity to meet evolving Canadian government requirements. This Canadian incorporated structure ensures Canoe Members benefit from local accountability, Canadian data governance, and delivery continuity across jurisdictions, reducing delivery, security, and resourcing risk over the life of the program. For a detailed, visual depiction of our Capability Matrix with Roles and Responsibilities, please refer to the IPSC_Graphics to support response.pdf file for Slide 1.</p>
10	Where is your headquarters located?	Ottawa, Ontario, Canada
11	Do you have 250 or more full time employees in Canada?	Yes. IPSC, together with its parent and group companies operating in Canada, employs more than 7000 full time employees in Canada.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	None. Infosys Public Services Canada, Inc. is not currently subject to any suspension or debarment by any public entity in Canada.

Bill S-211 declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	<p>Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"?</p> <p>As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that</p> <p>(a) is listed on a stock exchange in Canada;</p> <p>(b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years:</p> <p>(i) it has at least \$20 million in assets,</p> <p>(ii) it has generated at least \$40 million in revenue, and</p> <p>(iii) it employs an average of at least 250 employees; or</p> <p>(c) is prescribed by regulations.</p> <p>Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.</p>	<input type="radio"/> Yes <input checked="" type="radio"/> No

Building Ontario Businesses Initiative Act (BOBIA) - declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Building Ontario Businesses Initiative Act	Answer *
1	<p>Is your business a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario, as defined by the Building Ontario Businesses Initiative Act?</p> <p>Does your business either,</p> <p>i. has its headquarters or main office in Ontario, or</p> <p>ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No

Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer services in this area? *	List locations serving this province
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	Calgary Suite #1800, Gulf Canada Square 401 – 9 Avenue SW Calgary, AB T2P 3C5
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Burnaby 6060 Silver Drive Burnaby, BC V5H 2Y3
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	Services are delivered through our established Canadian offices and remote delivery model, supported by on site presence as required.
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	Services are delivered through our established Canadian offices and remote delivery model, supported by on site presence as required.
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	Services are delivered through our established Canadian offices and remote delivery model, supported by on site presence as required.
6	Northwest Territories	<input type="radio"/> Yes <input type="radio"/> No	
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Services are delivered through our established Canadian offices and remote delivery model, supported by on site presence as required.
8	Nunavut	<input type="radio"/> Yes <input type="radio"/> No	
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	Ottawa (Headquarters – Infosys Public Services Canada Inc.) 275 Slater Street, Suite 501 Ottawa, ON K1P 5H9 Mississauga 5025 Creekbank Road Building A – Floor 3 Mississauga, ON L4W 0B6
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	Services are delivered through our established Canadian offices and remote delivery model, supported by on site presence as required.
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	Saskatoon Vendasta Square 410 22 Street East, Suite 1360 Saskatoon, SK S7K 5T6
13	Yukon	<input type="radio"/> Yes <input type="radio"/> No	

Experience - Public Sector

Describe your experience with implementing ERP softwares with public sector clients

Question	Response *
Describe your experience providing ERP implementation services for public sector entities.	<p>Infosys Public Services Canada, Inc. (IPSC) has extensive experience delivering end-to-end ERP implementation services for public-sector organizations, supporting federal, provincial, municipal, Indigenous, and broader public-sector entities through complex modernization initiatives. We have led ERP implementations across leading platforms such as SAP, Oracle, and Workday, covering core public-sector functions including finance, procurement, budgeting, human capital management, and statutory and regulatory reporting.</p> <p>Our approach is grounded in public-sector delivery discipline and is specifically designed to operate within environments characterized by complex governance structures, audit and compliance obligations, data privacy and security requirements, and the need to maintain uninterrupted operations during transition. IPSC focuses exclusively on ERP implementation and delivery, ensuring procurement neutrality while supporting Canoe Members from early readiness through post go-live stabilization.</p> <p>A key differentiator is IPSC's ability to tailor implementation scope and depth to varying Member maturity levels. Larger or more advanced organizations can pursue comprehensive ERP transformations across finance, HR, and procurement, while smaller or less mature Members can adopt targeted modules or phased capabilities without being forced into ERP wide change. This flexibility is particularly well suited to Canoe's multimember, cooperative procurement model, where participating organizations vary significantly in size, readiness, and internal capacity.</p> <p>IPSC integrates business process transformation, data migration, systems integration, organizational change management, and user enablement into a single, accountable delivery model. Change management and training are embedded throughout the implementation lifecycle to ensure solutions are not only technically deployed but effectively adopted by end users.</p> <p>Through this integrated and scalable approach, IPSC has consistently delivered ERP programs that improve operational transparency, strengthen financial control, and support better service outcomes, while aligning with the policy, fiscal, and accountability expectations of Canadian public-sector organizations.</p> <p>For a detailed, visual depiction of our Capability Matrix, please refer to the IPSC_Graphics to support response.pdf file for Slide 2.</p> <p>Proactive Risk Management We use a structured delivery risk management framework that integrates early risk identification and mitigation planning, automated quality assurance and controls, carefully sequenced phased cutovers, and strong data governance to proactively manage dependencies, protect data integrity, and ensure stable, predictable go-lives. For a detailed, visual depiction of our Representative Case Studies from North America, please refer to the IPSC_Graphics to support response.pdf file for Slides 3 and 4. For a detailed, visual depiction of our Roles and Responsibilities, please refer to the IPSC_Graphics to support response.pdf file for Slide 5.</p> <p>Infosys SAP Practice Overview: For 25 years, SAP has collaborated with Infosys to transform the way businesses run. We are SAP's key strategic Partner. We are an SAP Global Partner. We are a Global Strategic Service Partner. Infosys also has the following certifications.</p> <ul style="list-style-type: none"> • RISE with SAP validated Partner. • SAP certified in Application Management Services • SAP certified in Application Operations • SAP certified in Cloud and Infrastructure Operations • SAP Certified in SAP HANA Operations <p>Infosys SAP Practice is 2.6 Billion+ USD with over 690+ clients with over 27000+ SAP Experts across the globe. We have consistently been ranked as Leaders and Star Performers by Leading analyst groups like Everest Group, IDC, Gartner, Nelson Hall, iSG Provider Lens and HFS.</p>

<p>Describe the services you offer public sector clients for ERP implementation.</p>	<p>Infosys Public Services Canada (IPSC) provides end-to-end advisory and implementation services for federal, provincial, territorial, municipal, Indigenous, and broader public-sector organizations across Canada. Our services are designed to help Canoe Members modernize core administrative systems while maintaining compliance with public-sector governance, audit, security, and regulatory requirements. IPSC focuses exclusively on ERP implementation and delivery, supporting Members from readiness through post-go-live stabilization with minimal disruption to critical operations.</p> <ol style="list-style-type: none"> 1. Program Strategy and Readiness <ul style="list-style-type: none"> • ERP readiness assessments and current-state gap analysis • Business case and implementation planning aligned to public-sector governance and approval models • ERP roadmaps that account for regulatory, funding, and organizational constraints 2. Solution Design and Configuration <ul style="list-style-type: none"> • Requirements gathering tailored to public-sector operations (finance, procurement, HR, grants, supply chain) • Configuration-first implementation aligned to leading ERP platforms, minimizing custom development • Use of proven accelerators and templates to reduce complexity and implementation timelines 3. Data Management and Migration <ul style="list-style-type: none"> • Data discovery, quality assessment, and migration strategy development • Migration of legacy data from multiple public-sector systems • Data validation, reconciliation, and audit-ready controls to ensure accuracy and integrity 4. Integration Services <ul style="list-style-type: none"> • API-based integration with public-sector systems such as permitting, taxation, payroll, case management, and records management • Secure cloud and on-premise connectivity aligned with public-sector security and data residency requirements 5. Testing and Quality Assurance <ul style="list-style-type: none"> • Functional, system integration, user acceptance, performance, and security testing • Structured defect management, traceability, and formal acceptance prior to go-live 6. Organizational Change Management <ul style="list-style-type: none"> • Change readiness and impact assessments • Role-based, public-sector-tailored training programs • Communication and adoption planning to support user readiness and sustained use 7. Go-Live, Transition, and Post-Implementation Support <ul style="list-style-type: none"> • Cutover planning and controlled go-live execution • Hypercare and stabilization services following deployment • Ongoing application management support (AMS) and continuous improvement services, as required <p>These services enable public-sector organizations to modernize ERP environments with reduced implementation risk, predictable delivery outcomes, and measurable operational value. IPSC's delivery model is designed to scale across Canoe's diverse membership base while maintaining consistent governance, security, and service quality across jurisdictions.</p>
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Detail your experience managing multi-jurisdictional or group purchasing contracts.

Infosys Public Services Canada (IPSC) has extensive experience delivering ERP implementation services under multi-jurisdictional and group-purchasing contract models, where multiple public-sector entities leverage a shared procurement vehicle while retaining autonomy over scope, timing, and delivery approach. We routinely support engagements involving municipalities, agencies, ministries, and broader public-sector organizations operating under centralized procurement frameworks with defined governance, pricing, and reporting requirements. IPSC applies a program-level governance model combined with jurisdiction-specific delivery teams to ensure consistent pricing, standardized delivery controls, and compliance with contract terms, while allowing flexibility to address local regulatory, operational, and organizational requirements. Our experience includes contract onboarding, member adoption support, second-stage drawdowns, and reporting obligations for cooperative purchasing organizations, with a strong emphasis on auditability, transparency, and equitable treatment of all participating members. The following Case Study demonstrates IPSC's capabilities in managing multi-jurisdictional or group purchasing contracts:

Canadian Case Study — Managing Multi-Jurisdictional & Group Purchasing Contracts
Demonstrating experience delivering a multi-entity ERP program under a Canoe-aligned group purchasing vehicle.

Client Context
A coalition of 18 municipal and regional public entities across three Canadian provinces (plus two affiliated boards) sought to modernize finance, procurement, inventory, and asset management on a common ERP platform. Members varied in size—from small towns to mid-sized cities and utilities—with unique policies, fiscal calendars, union environments, and bilingual service obligations.

Objectives

- Standardize core processes while allowing local variations
- Reduce total cost of ownership through a group purchasing contract
- Accelerate delivery with a shared template and common integrations
- Meet Canadian data residency and public-sector privacy requirements

Contracting & Commercial Model (Group Purchasing)
We leveraged a Canoe-aligned group purchasing vehicle to onboard all participants under a Master Services Agreement (MSA) with:

- Harmonized rate card and ceiling rates, applicable to all participants
- A Master Statement of Work (SOW) defining common scope, deliverables, and governance
- Local Call-Up Schedules (per entity) capturing site-specific scope, timelines, and not-to-exceed amounts
- Piggyback clause enabling additional Members to join the program without re-procurement
- Standardized T&E and invoicing rules, consolidated monthly reporting, and audit rights
- Why this worked: The umbrella MSA preserved speed and consistency, while local call-ups-maintained compliance with each entity's policies and provided flexibility for scope and timing differences.

Delivery Approach

Platform: Cloud ERP (finance, P2P, inventory, grants/projects), shared analytics, and a light integration layer to banking, taxation, and payroll systems.

Methodology & Phasing:

- Wave 0 (Core Template): Chart of accounts, approval workflows, key reports, role catalog, integration patterns
- Waves 1–3 (Entity Rollouts): 6–7 entities per wave, each with a standard-plus-variants configuration model
- Data Migration: Common migration toolkit; local data cleansing playbooks; cutover rehearsals
- Change Enablement: Joint communications, train-the-trainer model, shared e-learning adapted for bilingual delivery
- Service Levels: Baseline SLAs in the Master SOW; entity-specific SLAs appended to call-ups

Governance for Multi-Jurisdictional Delivery

- Joint Steering Committee: Representatives from each province/region, IPSC program leadership, and the platform vendor liaison
- Program Management Office (PMO): Central RAID log; benefits tracking; financials; risks consolidated at master-program level
- Design Authority: Ensured consistency to the core template; approved variances using a structured "variant request" workflow
- Change Control: Master change process for cross-cutting impacts; localized change orders for entity-specific needs
- Reporting Cadence: Monthly executive scorecards; wave-level burn-up charts; consolidated earned-value view

Compliance & Risk Management

- Procurement: All call-ups executed under the group purchasing vehicle, aligned to public-sector procurement standards and inter-provincial trade obligations
- Privacy & Security: Canadian data residency; role-based access with SoD; alignment to applicable provincial privacy statutes
- Bilingual Delivery: Key artifacts and end-user training provided in English and French as required
- Continuity & Audit: Documented controls; time/expense transparency; supplier performance scorecards retained for audit

Results & Benefits

- 18–24% total cost reduction vs. independent procurements and standalone implementations, driven by shared assets, rate harmonization, and scale
- 30–40% faster mobilization for late-joining entities using the piggyback clause and Wave 0 template
- Process standardization across finance and procurement with controlled local variants
- Predictable budgeting via not-to-exceed call-ups and uniform commercial terms
- Stronger compliance posture through consistent design authority decisions, audit-ready documentation, and unified SLAs

What This Demonstrates About Our Group Purchasing Experience

- Contract Architecture: We design umbrella MSAs with clear call-up mechanics, piggyback provisions, harmonized rate cards, and standardized commercial terms.
- Scalable Governance: A central PMO and Design Authority maintain consistency while enabling local autonomy.
- Operational Efficiency: Shared templates, migration toolkits, and training assets reduce time-to-value and delivery risk.
- Procurement Agility: Group purchasing pathways shorten cycle time from proposal to PO, support multi-entity onboarding, and handle jurisdictional nuances without re-tendering.

Artifacts Available on Request

- Sample Master SOW with variant-control clauses
- Call-Up Schedule template (scope, milestones, NTE amounts, SLAs)
- Program Governance Charter and Design Authority RACI
- Benefits Tracker model (cost avoidance, cycle time, adoption metrics)

As such, our Key elements of our group-purchasing experience include:

- 1) Cooperative and VOR-Based Delivery in Canada
 - Experience operating within Canadian cooperative purchasing frameworks that produce master agreements usable by a broad constituency, including municipalities, MASH entities, Indigenous bodies, Crown organizations, and not-for-profits.
 - Active delivery under Vendor-of-Record (VOR) arrangements, including support for second-stage selections, standardized rate cards, service levels, and contract lifecycle management across multiple client entities.
- 2) Multi-Jurisdiction Governance and Compliance
 - Delivery frameworks aligned to Canadian public-sector procurement principles, including openness, fairness, transparency, and inter-provincial trade obligations.
 - Proven ability to support differing data residency, security, and compliance requirements across federal, provincial, and municipal jurisdictions.
- 3) Standardized Onboarding with Member Flexibility
 - Use of a centralized Program Management Office (PMO) with shared standards, templates, and accelerators to onboard participating entities in a controlled and repeatable manner.
 - Support for second-stage drawdowns (e.g., Statements of Work, pricing application, delivery models) while maintaining consistency across participating members.
- 4) Transparent Performance and Reporting Controls
 - Program-level reporting aligned to public-sector expectations, including milestone tracking, acceptance governance, service performance, and audit traceability.
 - Structured governance forums to manage risk, escalation, and continuous improvement across participating entities.

Why this matters for Canoe Members

- This experience enables IPSC to support Canoe's national cooperative procurement model by delivering ERP implementation services that scale across jurisdictions while preserving member choice and autonomy. Canoe Members benefit from faster access to qualified services, predictable pricing and governance, and consistent delivery outcomes without the burden of independent procurements.

List the current third party certifications your firm has related to ERP implementations.	<p>Infosys Public Services Canada (IPSC), supported by Infosys Limited, holds a comprehensive set of third-party certifications and partner designations directly relevant to the delivery of secure, compliant, and audit-ready ERP implementations for public-sector clients. These certifications span ERP platforms, delivery quality, information security, and role-based professional credentials routinely deployed on public-sector ERP programs.</p> <p>Enterprise-Level Quality and Security Certifications</p> <ul style="list-style-type: none"> • CMMI Level 5 – Delivery excellence and process maturity • ISO 9001 – Quality management systems • ISO 27001 – Information security management • SAP ERP Certifications and Partner Designations • SAP Global Strategic Services Partner (GSSP) • SAP S/4HANA Value Assurance certification • SAP S/4HANA Cloud certification • SAP HANA Operations certification • SAP Application Development certification • SAP AMS for SAP S/4HANA certification • Oracle ERP Cloud Certifications and Partner Status • Oracle Cloud ERP Implementation Partner • Oracle Financials Cloud certifications • Oracle HCM Cloud certifications • Oracle SCM Cloud certifications • Workday ERP Partner Credentials • Workday Services Partner • Certified Workday Financial Management consultants • Certified Workday HCM consultants • SAP-Certified Tools and Accelerators • SAP-certified impact analysis automation • SAP-certified custom code remediation automation • SAP-certified data reconciliation tools <p>These certifications demonstrate IPSC's ability to deliver ERP implementations that meet public-sector expectations for governance, security, compliance, and auditability, while supporting standardized delivery across multi-jurisdictional and cooperative procurement environments such as Canoe.</p>
List anything else you would like to include as part of your offering.	<p>In addition to core ERP implementation services, Infosys Public Services Canada (IPSC) brings a set of proven accelerators, delivery assets, and implementation frameworks that reduce delivery risk, shorten timelines, and improve outcome predictability for public-sector ERP programs. These value-added capabilities are platform-agnostic and are applied across SAP, Oracle, and Workday implementations, allowing Canoe Members to benefit regardless of the ERP solution selected.</p> <p>Key value-added components include:</p> <ul style="list-style-type: none"> • Preconfigured process models and configuration templates for public-sector finance, procurement, HR, grants, and asset management, reducing design effort and limiting unnecessary customization. • Data migration and reconciliation accelerators that support iterative mock migrations, data quality validation, and audit-ready conversion controls. • Automated testing frameworks and integration adapters that improve test coverage, reduce regression risk, and accelerate system validation. • Standardized cutover and go-live frameworks, aligned with leading ERP implementation methodologies, to support controlled transitions with minimal operational disruption. • Role-based training content and enablement assets designed for public-sector users, supporting faster readiness and sustained adoption. <p>Together, these tools and accelerators enable IPSC to deliver faster time-to-value, predictable delivery outcomes, and reduced total cost of implementation, while maintaining the governance, security, and audit readiness expected by public-sector organizations. These assets are embedded into IPSC's standard delivery approach and are available to Canoe Members without requiring proprietary dependencies or vendor lock-in.</p>

ERP Software Public Sector Implementation Expertise

Provide the requested information from implementations done with your public sector clients only.

Canoe will not evaluate the quantity of software solutions a Vendor can implement. Canoe will evaluate the Vendor's demonstrated experience with completed implementations.

Name of ERP Software *	Partner status? *	Total number of completed implementations *	Total number of implementations in progress *	Name and size of public sector client for the latest 3 completed implementations *
SAP	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Infosys has over 690+ clients across the globe and has delivered over 500+ ERP implementations (deployments). We have completed around 30+ implementations at Federal, State/ Provincial, Quasi, Crown Corporations and Utilities across the globe. Infosys SAP Practice has extensive experience in providing business advisory and consulting services in SAP S/4HANA transformations (Greenfield, Brownfield and Bluefield). We have extensive experience in providing business IT services (AMS, Legacy system modernization, application support, upgrade and testing), business and data analytics (Business data cloud, BI, Data governance, EIM etc.), and Next Gen Services (SAP Business Suite, SAP BTP, Enterprise Architecture, SAP BPI etc.)</p>	<p>10+ Implementations in the public sector ongoing. Some of current client engagements are given below.</p> <ul style="list-style-type: none"> • 	<p>Project: SAP AMS Support and delivering key strategic projects like Unicode Conversion and SAP On-prem to cloud migrations. Size: Large Public Sector Client</p> <p>Project: Involves building SAP interfaces to extract employee's information Build outbound interfaces to send Employee demographics, organization structure, WBSIO entries, Labor category, accruals and, schedule information, holiday bridging status to ProWFM Size: Large Public Sector Client</p> <p>Project: Legacy System Modernization - SAP ECC to SAP S4HANA Upgrade. Size: Medium Public Sector Client</p>
ORACLE	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Infosys has delivered 240+ Oracle ERP implementations (deployments) across more than 80 countries, underpinned by extensive EBS R12 experience (100+ R12 implementations/re implementations and 120+ R12 upgrades) and high volume ongoing ERP change and support work.</p>	<p>7+ implementations in the public sector are currently ongoing.</p> <ul style="list-style-type: none"> • 	<p>Project: ERP Landscape Modernization from Peoplesoft to Oracle cloud Size: Large, TCV: 2.</p> <p>Project: ERP Cloud Implementation & Support Size: Medium, TCV</p> <p>Project: Integration Services for an ERP and HCM SaaS solution Size: Medium, TCV</p>

Program offering

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	<p>Infosys Public Services Canada (IPSC) is a Canadian incorporated, Ottawa headquartered subsidiary of Infosys Limited, established to serve the specific needs of federal, provincial, municipal, and broader public-sector organizations across Canada with localized delivery capacity and Canadian based governance. IPSC is a global leader in digital services, consulting, and next-generation technology, with decades of experience delivering large-scale transformation programs for public- and private-sector organizations worldwide. With offices in Ottawa, Mississauga, Calgary, and Burnaby, IPSC brings a Canada first delivery footprint and values aligned to integrity, transparency, fairness, and excellence—qualities that directly support public-sector accountability expectations. We have more than a decade of delivery experience in Canada and over 10 years supporting Canadian public-sector ERP modernization across federal, provincial, municipal, and broader public-sector (BPS/MASH) entities. Across these environments, we have delivered ERP implementations and modernization programs spanning finance, human capital management, procurement, supply chain, and grants administration—helping organizations improve data accuracy and operational efficiency while maintaining continuity of essential services. IPSC also has extensive experience operating within cooperative and group purchasing frameworks (including Vendor of Record-style models), enabling multiple public entities to draw down services under a shared agreement while preserving each participant's autonomy over scope, timing, and delivery approach. Our focus is implementation only delivery—supporting members from readiness through post go-live stabilization across members selected ERP platforms—rather than selling or licensing ERP software, which helps maintain procurement neutrality and program integrity. Our delivery model is designed to scale across a diverse membership base, supporting multiple engagements concurrently while maintaining consistent governance, security controls, and standardized delivery practices. Recognizing that members vary significantly in size, complexity, and digital maturity, we tailor implementation depth so advanced organizations can pursue full finance, HR, and procurement transformations, while less mature members can adopt targeted modules or phased deployments without being forced into ERP wide change. For members with limited administrative or financial functionality, we can rightsize scope and enablement around standalone capabilities such as AP automation touchpoints, taxation data capture, utility billing interfaces, or integration with legacy finance systems, while providing a clear roadmap to expand functionality as maturity evolves. Throughout, our approach aligns to Canadian public-sector modernization priorities such as fairness, transparency, reducing red tape, and demonstrable value for money so Canoe members can modernize with predictable outcomes and sustained operational stability.</p>

<p>Describe the ERP implementation services you offer public sector clients.</p>	<p>Infosys Public Services Canada, Inc. (IPSC) delivers end to end ERP implementation services tailored to the needs of public sector organizations, including federal, provincial, territorial, municipal, Indigenous, and broader public sector entities. Our services are designed to help Canoe Members modernize core administrative systems while maintaining public sector governance, auditability, security, and operational continuity.</p> <p>IPSC provides implementation only services across leading ERP platforms such as SAP, Oracle, and Workday. We embed organizational change management, training, and user adoption into every engagement to ensure ERP programs deliver measurable operational outcomes beyond technical go live. Our delivery model is scalable and supports multiple Members concurrently, while preserving flexibility to align with each Member's size, readiness, and complexity.</p> <p>A key differentiator is IPSC's ability to tailor implementation depth to Member maturity. Larger or more advanced organizations can pursue full finance, HR, and procurement transformations, while smaller or less mature Members can adopt targeted modules or phased deployments without being forced into ERP wide change. This approach has been applied successfully in province wide and multi entity public sector programs using standardized templates, phased delivery, and centralized governance while accommodating different legacy environments and onboarding timelines. For example, in a recent provincewide ERP program, IPSC supported multiple public-sector entities with varying readiness levels by deploying a shared core template while enabling phased onboarding aligned to each organization's legacy environment and internal resourcing capacity.</p> <p>IPSC's ERP implementation services include :</p> <ol style="list-style-type: none"> 1. ERP Readiness and Vendor Selection Support <ul style="list-style-type: none"> • Structured needs assessments and stakeholder engagement • Business requirements definition and technical specification development • Fit gap analysis and support for informed ERP selection decisions 2. Solution Road mapping <ul style="list-style-type: none"> • Development of ERP roadmaps aligned to Member business objectives • Definition of phased implementation strategies, timelines, and milestones 3. Business Process Re Engineering <ul style="list-style-type: none"> • Assessment of current state processes to identify inefficiencies • Redesign of workflows aligned to leading practices and ERP capabilities, minimizing customization 4. Technical Architecture and Configuration <ul style="list-style-type: none"> • Design of target ERP architecture and configuration of modules • Development of integrations with external systems • Alignment with Canadian cybersecurity and data residency requirements 5. Data Migration <ul style="list-style-type: none"> • Data discovery, profiling, and migration strategy • Iterative mock migrations with validation and reconciliation controls • Preparation and loading of master and transactional data into test and production environments 6. Testing <ul style="list-style-type: none"> • Systems Integration Testing (SIT) and User Acceptance Testing (UAT) • Development of test cases, scripts, and defect resolution processes • Participation of super users and future trainers to validate readiness and accelerate adoption 7. Cutover <ul style="list-style-type: none"> • Formal cutover planning using defined artifacts and sign off checkpoints • Coordination of downtime strategies and rollback planning to ensure controlled transitions 8. Post Go Live Stabilization <ul style="list-style-type: none"> • Hypercare and stabilization support following deployment • Defined post implementation support models, including escalation paths and service targets, to ensure sustained operational stability <p>Through this integrated and scalable delivery approach, IPSC enables Canoe Members to achieve secure, predictable, and sustainable ERP outcomes while minimizing implementation risk and disruption to essential public sector operations.</p>
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<p>Describe your standard implementation methodology, include typical key milestones.</p>	<p>CETM is IPSC's standard, platform-agnostic public-sector ERP implementation methodology, used across SAP, Oracle, and Workday. It supplies a common lifecycle, governance, quality gates, and risk controls, separate from any ERP product, so delivery is predictable and auditable. For Canoe, CETM is applied at program scale to enable multi-Member onboarding and phased adoption, while preserving vendor neutrality and right-sized execution. Based on the evaluation emphasis and program-level expectations outlined in the Parts A-B-C Overview, our standard implementation methodology is a disciplined, repeatable, and scalable public-sector delivery framework designed to support concurrent implementations while maintaining consistent quality and governance.</p> <p>The methodology begins with structured initiation and planning to confirm scope, governance, security, and stakeholder alignment, followed by a detailed solution design phase that incorporates jurisdictions specific requirements and compliance considerations common to Canoe members. Core build and configuration activities are executed using proven accelerators and controls to ensure consistency across members, with integrated data conversion, testing, and security validation embedded throughout delivery. Typical key milestones include project kickoff, design sign-off, build completion, system and user acceptance testing, go-live readiness approval, and controlled production deployment, followed by post-implementation stabilization and knowledge transfer. In alignment with our Delivery methodology, this methodology emphasizes transparency, auditability, and repeatability, enabling members to adopt the solution efficiently while Canoe benefits from a standardized, value-focused delivery approach across the program.</p> <p>Implementation Methodology The workplan and methodology herein is built on Infosys-Canoe partnership and experience in deploying e-procurement solutions in the Government and Public Sector, including the development and implementation of an integrated Source to Order solution with the Government of Canada and more than 100 procurement solution deployments. CETM, Canada eProcurement Transformation Methodology (CETM), is a hybrid-agile approach that builds on the foundational SaaS solution implementation methodologies with proprietary tools, template, and accelerators from years of collective knowledge and experiences of Infosys service delivery. For a detailed, visual depiction of our Implementation Methodology, please refer to the IPSC_Graphics to support response .pdf file for Slide 6.</p> <p>Our Methodology will utilize several Infosys tools and accelerators, including:</p> <ol style="list-style-type: none"> 1. Public Sector Procurement Toolkits: Team Infosys will drive public-sector and procurement leading practices and toolkits for process improvement and the overall business transformation 2. Infosys Panaya cloud-based testing approach and tools to accelerate delivery through end-to-end process testing and collaboration 3. DesignShop@ approach confirms that all possible solutions are put on the table and evaluated. Additionally, it confirms that all stakeholders involved have contributed and agree with the output. <p>Implementation Activities</p> <p>Prepare Phase During the Prepare phase, our team will engage closely with Canoe Project teams to co-create project management structures that ensure the effective management of timelines and scope throughout the engagement. Additionally, we will collaborate with Canoe technical teams to define the high-level technology solution foundation. Once established, the Project Management team will continue to manage the following core task tasks throughout the implementation:</p> <ul style="list-style-type: none"> • Weekly project status management and Steering Committee reporting • Maintain project work plan • Manage project risk, issues, action items, and governance • Manage project governance <p>For a detailed, visual depiction of the Prepare Phase, please refer to the IPSC_Graphics to support response.pdf file for Slide 7.</p> <p>Design Phase The Detailed Design phase will be characterized by an agile design methodology, wherein we will employ rapid prototype-driven design to allow users to visualize the impacts of their design decisions within a demonstration environment. By leveraging DesignShop@ Sessions, we will capture both functional and technical specifications essential for shaping future-state requirements. This iterative and interactive process is a key differentiator of our approach as it ensures that stakeholders are engaged and informed and potential gaps are identified early, not only securing improved design outcomes, but also accelerating adoption by building support for the solution early across key stakeholders and future users – "You support what you help create". The Detailed Design phase will be executed for each functional area of the Canoe solution in line with the Phased approach. For a detailed, visual depiction of our Design Phase Methodology, please refer to the IPSC_Graphics to support response.pdf file for Slide 8.</p> <p>Build & Test Phase During the Build and Test phases we will configure the solution then validate with the Canoe stakeholders. After initial solution validation and iterations on Build, we will transition to testing where Systems Integration Testing (SIT) and User Acceptance Testing (UAT) will be conducted. Our CETM approach provides numerous benefits for the overall acceleration of the solution deployment.</p> <p>Build:</p> <ul style="list-style-type: none"> • Leverages our proven ERP transformation expertise, accelerating the deployment through build tools and enablers. • Supports an iterative build process with the Canoe stakeholders, through solution confirmation with the adjustments, if required. • Minimize customization to the solution by leveraging public sector templates. <p>Test:</p> <ul style="list-style-type: none"> • SIT is facilitated by technical teams, ensuring participants have deep expertise to accelerate resolution of SIT defects and completion of SIT. • Future Canoe trainers and super-users will participate in UAT, providing early exposure to solutions and opportunity to learn the system by following scripts and testing. • Rapid prototype driven design and solution validation limits rework required / defects raised during UAT. <p>The Build and Test for the Canoe will be performed in an iterative cycle aligned to the Canoe's release schedule. For a detailed, visual depiction of our Build and Test Phase Implementation Methodology, please refer to the IPSC_Graphics to support response.pdf file for Slide 9.</p> <p>Deploy Phase During the Deploy phase, all validations will be made to ensure the solution is ready for go-live. This includes the technology, systems, business process, training, and deployment plans are handed over and signed off. During this period, system objects are moved to production, business cutovers are executed as planned, end users are trained, and systems are stabilized for handover to the support team. Post-go-live, the project team is responsible for the resolution of any production tickets.</p> <p>The final deliverable in the Deploy phase is to formally close the project. Closing out the project with sign-off verifies that all activities have been completed and validated, and outstanding issues have been resolved. In addition, the project team captures the learnings from the project and uses those artifacts in the planning of future projects.</p> <p>The Deploy stage for the Canoe will be performed in an iterative cycle aligned to the Canoe's release schedule. For a detailed, visual depiction of our Deploy Phase Implementation Methodology please refer to the IPSC_Graphics to support response.pdf file for Slide 10.</p> <p>Implementation Change Management Support Our CETM approach will feature a scalable change management support model outlined in this section. Change management will be integrated throughout the implementation, with targeted activities for each of the Phases. Note that our change management and training approaches/teams will be fully integrated in support of the DPS implementation effort. Details on the training approach can be found below.</p> <p>Our philosophy is straightforward: Ensure Canoe stakeholders and suppliers understand, accept, support, and adopt changes while minimizing disruption to business operations. This will be achieved by actively engaging stakeholders, including project sponsors, business process owners, and functional users. Our change team will collaborate with stakeholders to foster acceptance through three key areas:</p> <p>Business/Supplier Engagement, Readiness, and Adoption The focus areas identified above lay the foundation for IPSC's change management and training methodology. The work is activated through six distinct dimensions designed to achieve engagement, readiness and adoption. These dimensions will also follow the proposed hybrid waterfall-agile approach to ensure change/training strategies, approaches and interventions can be co-developed with Canoe and iterated on over the implementation timeline. Note, (*) denotes that activities will be expected to be iteratively developed in each deployment phase.</p> <p>Training Services Our training and proficiency services approach will align to the industry-leading framework for training development – ADDIE (Analyze, Design, Develop, Implement and Evaluate). As part of the change management approach, we will deliver comprehensive training that ensures identified stakeholders are proficient in the new ways of working. We will deliver a full suite of training that is based on the functional procurement scope (e.g., intake, sourcing, category management, etc.). Infosys will create a full suite of training courses covering user roles, modules, functionality, and add ins. During the implementation, we will also work with stakeholders to define and recommend other training modes required including train the trainer, instructor-led classroom training, and eLearning courses. The delivery of any of these additional training modes can be provided, if requested, through additional change requests.</p> <p>Delivery Scope Statements We will leverage IPSC Global Delivery Model (GDM) to achieve cost efficiency by bringing in skilled resources from our very large presence across the globe to reduce turnaround time and achieve delivery quality.</p>
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<p>Explain how you adapt your methodology for different member size and complexity of projects.</p>	<p>IPSC's implementation methodology is modular and scalable, designed to align with Canoe's program based and voluntary consumption model, where Members vary significantly in size, digital maturity, procurement readiness, and adoption timing. Our approach applies a consistent core delivery framework while right sizing governance, resourcing, and delivery rigor based on each Member's complexity and risk profile.</p> <p>For smaller or less complex Members, the methodology emphasizes:</p> <ul style="list-style-type: none"> • Preconfigured solutions and standardized templates • Streamlined governance and decision paths • Compressed delivery milestones and reduced integration scope <p>This allows smaller organizations to modernize ERP capabilities efficiently without unnecessary overhead or ERP wide transformation.</p> <p>For larger, multi entity, or higher complexity Members, the methodology expands to include:</p> <ul style="list-style-type: none"> • Extended design and validation cycles • Enhanced integration and data governance • Phased deployments across business units or jurisdictions • Program level governance and coordination structures <p>This enables complex organizations to manage risk, dependencies, and change at scale while maintaining delivery control and transparency.</p> <p>Across all Member types, IPSC maintains consistent transparency, auditability, and repeatability through standardized artifacts, quality controls, and reporting mechanisms. The methodology is designed to scale up or down without compromising quality, ensuring predictable outcomes regardless of Member size or implementation scope.</p> <p>This adaptive approach ensures Canoe Members receive an ERP implementation model that balances flexibility with discipline—supporting efficient onboarding, public sector accountability, and long term sustainability across diverse organizations.</p>
<p>Describe your approach to data migration for legacy systems.</p>	<p>IPSC's data migration approach is designed to support public sector ERP modernization by improving data quality, ensuring auditability, and minimizing operational risk during transition from legacy systems. We place early emphasis on understanding each Member's legacy data structures, data quality issues, regulatory constraints, and organizational readiness, recognizing that Canoe Members operate across diverse jurisdictions and system landscapes.</p> <p>Our approach begins with structured data discovery and profiling, where legacy data sources are analyzed to assess completeness, quality, ownership, and relevance. This enables informed decisions on what data should be migrated, archived, or retired, ensuring that only validated and business relevant data is loaded into the target ERP environment.</p> <p>Data migration is executed using repeatable extraction, transformation, and reconciliation cycles, supported by multiple mock migrations. These iterative cycles allow Members to validate data accuracy, resolve integrity issues early, and confirm readiness well in advance of cutover. The approach remains adaptable to varying Member maturity levels and legacy system complexity, from smaller environments to multi entity public sector landscapes.</p> <p>Strong data governance and audit controls are embedded throughout the migration lifecycle. These include logged and auditable data access, issue tracking for data quality and integrity exceptions, reconciliation reports, and maintenance of a comprehensive data dictionary. This ensures transparency, traceability, and defensible compliance outcomes consistent with public sector audit requirements.</p> <p>Prior to go live, IPSC ensures that migrated datasets can be fully reconciled between source and target systems, with all exceptions documented and resolved or formally accepted. This disciplined approach supports a controlled cutover and enables a seamless transition into the new ERP architecture while preserving public sector accountability and data integrity.</p>
<p>Describe your project management office structure and the tools you use to track progress and share updates with clients.</p>	<p>IPSC's Project Management Office (PMO) is designed to support Canoe's program based and multi member delivery model, providing consistent governance, transparency, and delivery control across concurrent engagements while allowing project level tailoring based on each Member's size, readiness, and complexity.</p> <p>PMO Structure The PMO operates with a two tier governance model:</p> <ul style="list-style-type: none"> • Program Level PMO: <p>Establishes standardized governance, escalation paths, reporting frameworks, and delivery controls across all participating Members. This level ensures consistency in quality, risk management, and performance reporting while supporting Canoe's oversight requirements.</p> <ul style="list-style-type: none"> • Project Level PMO: <p>Tailors delivery execution to individual Member needs, reflecting organizational complexity, scope, and risk profile. Project level governance roles, decision authorities, and escalation paths are clearly defined during project initiation and documented in the project governance plan.</p> <p>A pyramid governance structure is applied, with clearly defined escalation levels from project teams to steering committees and executive oversight. Decision makers, roles, and responsibilities across IPSC and Member teams are identified early in the engagement to ensure timely issue resolution and accountability.</p> <p>Progress Tracking and Reporting Tools Progress and performance are managed using integrated project management controls, including:</p> <ul style="list-style-type: none"> • Master and detailed project plans with milestone tracking • Structured status reporting (schedule, scope, cost, and risks) • Centralized risk, issue, and dependency logs • Formal steering committee and checkpoint reviews <p>These tools provide consistent visibility into delivery status for Canoe and participating Members without introducing unnecessary administrative overhead.</p> <p>Auditability and Performance Management A key differentiator of IPSC's PMO is the integration of audit ready performance management into day to day governance. Documented decision logs, controlled workflows, and repeatable reporting practices are maintained throughout the project lifecycle to support public sector accountability and oversight.</p> <p>Performance is formally measured and reviewed using mechanisms such as Contractor Performance Index (CPI) and Contract Performance Rating (CPR) processes, enabling objective assessment of delivery performance and formal closure of performance cycles.</p> <p>Client Communication and Transparency For Canoe Members, this PMO approach ensures that project status, risks, decisions, and outcomes are managed through controlled, traceable processes rather than informal reporting. Clear ownership, escalation paths, and documented approvals support transparency, defensible decision making, and consistent delivery oversight across a voluntary, multi member program.</p> <p>As a result, the PMO functions not only as a delivery coordination capability, but as a governance and assurance function aligned with public sector expectations for transparency, auditability, and predictable outcomes.</p>
<p>Describe how you handle dispute resolution during an active implementation.</p>	<p>IPSC's approach to dispute resolution during an active implementation is grounded in clear governance, defined escalation paths, and transparency, ensuring issues are resolved efficiently without disrupting delivery momentum. Our model is designed to operate effectively within Canoe's voluntary, multi member environment while maintaining accountability across IPSC, Canoe, and participating Members.</p> <p>Disputes and issues are first addressed at the project level through documented risk, issue, and decision logs. Project teams are empowered to resolve matters within defined thresholds and timelines. When resolution cannot be achieved at the project level, issues are formally escalated to program level governance using time bound escalation procedures and clearly defined decision authorities.</p> <p>This structured escalation model ensures disputes are handled objectively and fact based, with decisions supported by documented evidence rather than informal discussion. Throughout implementation, IPSC maintains controlled records of scope changes, configuration approvals, acceptance decisions, defect resolutions, and key milestones. These records are logged, traceable, and not retroactively alterable, enabling rapid resolution by referencing verifiable facts.</p> <p>A key differentiator of IPSC's approach is the integration of formal performance management and appeal mechanisms into delivery governance. Where applicable, Contractor Performance Ratings (CPR) are documented, reviewed, and may be formally appealed through a controlled and auditable process. Appeals are supported by evidence, reviewed against agreed performance criteria, and formally closed with locked records, ensuring transparency and fairness.</p> <p>For Canoe Members, this means disputes are resolved through controlled workflows with clear ownership, escalation paths, and traceable outcomes, rather than informal escalation. This approach preserves delivery continuity, supports public sector audit and compliance requirements, and enables defensible decision making throughout active engagements.</p>
<p>Detail your quality assurance and testing protocols before system go live.</p>	<p>IPSC's quality assurance and testing protocols are designed to ensure ERP solutions are stable, secure, auditable, and ready for production prior to go live. Our approach supports Canoe's multi member, program level delivery model while maintaining consistent quality controls across concurrent implementations.</p> <p>Quality assurance is embedded throughout the delivery lifecycle using a layered testing framework with clearly defined entry and exit criteria at each stage. This ensures that defects are identified early, risks are managed proactively, and only solutions that meet agreed acceptance standards are promoted to production.</p> <p>Pre Go Live QA and Testing Protocols include:</p> <ol style="list-style-type: none"> 1) Unit and Configuration Testing <ul style="list-style-type: none"> • Validation of configured ERP functionality against approved requirements • Early verification of security roles and role based access controls 2) System and Integration Testing (SIT) <ul style="list-style-type: none"> • End to end testing of configured processes and integrations • Validation of data flows between ERP and external systems • Documentation of defects, resolution actions, and retesting results 3) Security and Access Validation <ul style="list-style-type: none"> • Verification of role based access, segregation of duties, and security controls • Confirmation alignment with public sector security and data governance requirements 4) User Acceptance Testing (UAT) <ul style="list-style-type: none"> • Business led UAT using scripted, role based scenarios • Participation of super users and future trainers to validate operational readiness • Formal entry and exit criteria with documented acceptance or exception handling 5) Formal Acceptance and Go Live Readiness <ul style="list-style-type: none"> • Mandatory resolution or formal acceptance of all critical and high severity defects • Certification of readiness supported by documented sign offs • Controlled approval gates prior to production deployment <p>A key differentiator of IPSC's approach is the use of standardized public sector testing templates, reusable validation scripts, and documented acceptance artifacts, which improve consistency, reduce rework, and enable predictable outcomes across Members.</p> <p>All testing activities, defect resolutions, and acceptance decisions are fully documented and auditable, ensuring transparency and defensible compliance prior to go live. Solutions are not promoted to production until all acceptance criteria are met and formal approvals are obtained, supporting a controlled and low risk transition into live operations.</p>

<p>Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.</p>	<p>IPSC's organizational change management (OCM) and user adoption strategy is designed to ensure ERP implementations deliver sustained business value across Canoe's diverse, voluntary, and multi member environment. Our approach recognizes that adoption success varies by Member size, maturity, and deployment model, and therefore applies fit for purpose change interventions tailored to each organization.</p> <p>OCM and User Adoption Strategy IPSC applies a structured and scalable OCM approach that includes:</p> <ul style="list-style-type: none"> • Early change readiness and impact assessments • Stakeholder identification and segmentation • Leadership engagement and change sponsorship • Role based training and enablement • Targeted communications aligned to implementation phases <p>Our methodology follows a defined adoption curve that progresses from awareness and understanding, through buy in and commitment, to sustained use and behavioural change. Change activities are embedded throughout the implementation lifecycle rather than treated as a post deployment activity. A key element of our strategy is the early involvement of super users and future trainers, particularly during design validation and User Acceptance Testing (UAT). This ensures solutions are validated by business users while simultaneously accelerating readiness and confidence prior to go live.</p> <p>Measuring User Adoption User adoption is measured using objective, role based indicators that allow early identification of adoption risks and targeted remediation. Key measures include:</p> <ol style="list-style-type: none"> 1) User Readiness and Proficiency <ul style="list-style-type: none"> • Training completion rates by role • Post training and post go live readiness assessments • Validation of users' ability to execute end to end business processes 2) Behavioral Adoption <ul style="list-style-type: none"> • Active participation and sign off during UAT • Successful completion of scripted, role based scenarios • User feedback indicating confidence and practical use of the system 3) Sustained Usage of Core Capabilities <ul style="list-style-type: none"> • Monitoring usage of priority ERP functions following go live • Confirmation that trained users consistently perform required tasks in production • Controlled expansion of scope only after core capabilities demonstrate stable adoption <p>This measurement framework ensures that adoption is not assumed at go live but verified through evidence of use and performance. By combining structured change management with measurable adoption indicators, IPSC enables Canoe Members to achieve sustained ERP value, reduced post go live disruption, and confident progression through phased rollouts. For a detailed, visual depiction of our IPSC's Change Management and Training Methodology, please refer to the IPSC_Graphics to support response.pdf file for Slide 11.</p>
<p>List the training delivery methods you offer, as well as the customized training tools for Members.</p>	<p>Our training delivery approach aligns with Canoe's expectation that proponents provide the "technical expertise and management required to modernize Canoe Member's digital infrastructure," while accommodating varied member readiness and voluntary adoption models outlined in the Parts A B C Overview. IPSC offers multiple delivery methods including train the trainer, instructor led classroom and virtual sessions, and modular e learning to ensure flexibility across member sizes and deployment timelines.</p> <p>IPSC offers a flexible, modular training delivery approach designed to support Canoe Members of varying size, maturity, and ERP adoption scope. Our training model accommodates both full ERP implementations and incremental or partial capability adoption, ensuring Members are enabled only on the functions they actively use.</p> <p>Training Delivery Methods IPSC provides multiple training delivery options to support diverse Member needs and deployment timelines, including:</p> <ul style="list-style-type: none"> • Train the Trainer programs to enable scalable, member led training delivery • Instructor Led Training (ILT) delivered in classroom or virtual formats • Role based virtual training sessions for distributed user groups • Modular e learning content to support self paced learning and refresher training • Blended learning models combining instructor led and digital delivery <p>These methods allow training to be delivered efficiently across single organizations or multi entity environments.</p> <p>Customized Training Tools and Assets IPSC develops customized, role based training tools aligned to each Member's business processes and ERP scope, including:</p> <ul style="list-style-type: none"> • Role based curricula mapped to job functions and responsibilities • Process aligned training decks focused on real business scenarios • Reusable trainer guides and facilitator materials • "How to" guides, job aids, and FAQs • Scenario based learning assets and scripted exercises • UAT aligned training materials that reuse validated business scenarios <p>Training content is designed around processes and outcomes, not generic system navigation, enabling faster comprehension and practical adoption.</p> <p>Support for Incremental and Partial ERP Adoption Recognizing that some Canoe Members may not operate a full ERP or may adopt capabilities incrementally, IPSC tailors training to standalone or partial functions, such as:</p> <ul style="list-style-type: none"> • Accounts payable automation touchpoints • Procurement and vendor interaction modules • Taxation or revenue data capture • Utility billing or external system interfaces • Integration with legacy financial systems <p>Training is delivered in function and process based modules, allowing users to be enabled only on the capabilities they require, without forcing ERP wide complexity.</p> <p>This modular training approach enables Members with limited administrative capacity to achieve meaningful adoption and operational benefit while retaining a clear path to expand functionality as their organizational maturity evolves.</p> <p>Furthermore, we realize the Member network varies in size and operational complexity. Our approach is intentionally designed to support Canoe Members that have limited administrative or financial functionality and may not operate a full ERP. Members may adopt only the services that fit their operational maturity. Rather than assuming end to end ERP capabilities, IPSC tailors training and enablement to focus on standalone or partial functions such as AP automation touchpoints, taxation data capture, utility billing interfaces, or integration with legacy finance systems, minimizing dependency on advanced back office processes. This modular approach reflects a flexible implementation model, where training content is delivered in function and process based modules, allowing users to be enabled only on the capabilities they actually use rather than a full system footprint.</p> <p>For example, in one of our implementations, IPSC delivered role specific training that enabled users to continue operating legacy financial functions while adopting new procurement capabilities incrementally, avoiding disruption to agencies without full ERP environments.</p> <p>As a result, Members with limited administrative capacity can achieve meaningful adoption and operational benefit without being forced into premature ERP level complexity, while retaining a clear path to expand functionality as their maturity evolves.</p>
<p>Explain how you assess user readiness before the system goes live.</p>	<p>IPSC assesses user readiness through a structured, evidence based readiness framework designed to reflect the diversity of Canoe Members, who vary significantly in size, maturity, resources, and IT capability. Our approach avoids a one size fits all gate and instead applies scaled readiness criteria aligned to each Member's complexity and deployment scope.</p> <p>User readiness is evaluated across the following dimensions:</p> <ul style="list-style-type: none"> • Role based preparedness, confirming that users understand their responsibilities in the new system • Business process understanding, validating users' ability to execute end to end processes • Training completion and proficiency, assessed by role and function • Data and integration readiness, ensuring users can operate with migrated and integrated data • Operational support readiness, confirming help desk, super user, and escalation models are in place <p>A key differentiator of IPSC's approach is the emphasis on hands on readiness validation, not training completion alone. Future trainers and designated super users are embedded into structured solution validation and User Acceptance Testing (UAT) activities. This enables IPSC to confirm that users can operate the solution effectively on Day One, rather than assuming readiness based on attendance or course completion.</p> <p>Readiness is assessed through iterative validation checkpoints leading up to go live. These checkpoints identify gaps early, allow targeted remediation, and support incremental adoption where appropriate. Members with limited administrative or IT capability are not required to demonstrate full ERP maturity to proceed safely to production; readiness is assessed based on the functions being deployed and the organization's actual operating model.</p> <p>For example, during a procurement solution implementation, IPSC used scripted, role based UAT scenarios led by designated super users to validate readiness. Go live approval was based on demonstrated ability to perform real operational tasks and resolve exceptions, ensuring the organization was prepared to operate the solution effectively from Day One.</p> <p>This disciplined readiness assessment approach reduces go live risk, supports controlled deployment decisions, and ensures Canoe Members transition to production based on demonstrated operational capability rather than theoretical readiness.</p>

<p>Explain how you ensure resource continuity throughout the duration of a project.</p>	<p>IPSC ensures resource continuity through a program based staffing and governance model designed to support Canoe's voluntary, multimember delivery environment while maintaining stability over the full duration of each engagement.</p> <p>At the core of this approach is the establishment of a named core delivery team for each project, including key functional, technical, and leadership roles. These core resources are retained across phases to preserve institutional knowledge, decision history, and accountability. Each key role is supported by role based backup resources, standardized onboarding materials, and centralized knowledge repositories to mitigate single resource dependency without disrupting delivery continuity.</p> <p>IPSC's staffing model is intentionally flexible to reflect Member maturity and complexity. Larger or more advanced Members benefit from sustained assignment of senior resources throughout the engagement, while smaller or less mature Members can leverage shared or rotational resources supported by standardized processes and documentation. This ensures continuity of outcomes without imposing unnecessary cost or overhead.</p> <p>Resource performance, stability, and continuity are actively monitored through formal governance mechanisms, including Contractor Performance Index (CPI) and Contractor Performance Rating (CPR) processes. These mechanisms reinforce accountability over time, support early identification of continuity risks, and discourage unplanned role substitutions.</p> <p>For example, during a procurement solution program, IPSC maintained continuity by retaining core functional and technical leads across all phases while scaling supporting team members as needed. Performance and stability were monitored through CPI/CPR style metrics, ensuring consistent delivery quality and minimal disruption over a multi phase engagement.</p> <p>From a Canoe program perspective, IPSC also supports continuity by helping establish program level expectations for named key roles, minimum knowledge transfer requirements, and standardized onboarding artifacts applicable across Member engagements. Regular service reviews and continuity focused KPIs enable proactive monitoring of staffing stability while preserving flexibility for Members with differing levels of internal capacity.</p> <p>This approach ensures Canoe Members benefit from stable, accountable delivery teams, reduced ramp up time, and consistent outcomes throughout the lifecycle of each project.</p>
<p>Describe your process for replacing a team member if a member requests a change.</p>	<p>IPSC's process for replacing a team member is designed to preserve delivery continuity while providing Members with full transparency and control. The approach aligns with Canoe's program based, voluntary delivery model and supports Members with varying levels of IT maturity and organizational complexity.</p> <p>Continuity Foundations For all critical roles, IPSC maintains named primary and secondary resources, supported by standardized role definitions, centralized knowledge repositories, and documented onboarding and transition checklists. This structure reduces dependency on any single individual while preserving institutional knowledge and accountability throughout the engagement.</p> <p>Controlled Replacement Process When a Member requests a change, IPSC follows a formal and auditable replacement protocol:</p> <ol style="list-style-type: none"> Member Request and Confirmation Presentation of Qualified Replacement Options Structured Knowledge Transfer and Overlap Continuity Validation <p>The request is documented and reviewed through established governance channels (e.g., Program Manager or Account Manager). IPSC proposes one or more pre qualified replacement candidates with comparable skills, public sector experience, and security posture. No transition occurs without explicit Member approval of the proposed resource.</p> <p>Where feasible, IPSC enforces a structured overlap period during which outgoing and incoming resources jointly execute in flight deliverables. Knowledge transfer is supported by role charters, decision logs, design artifacts, and repository handover to ensure context is transferred rather than recreated.</p> <p>Following the transition, IPSC confirms that delivery milestones, governance cadence, risk registers, and performance indicators remain stable. Any required adjustments are addressed immediately through program governance.</p> <p>Performance and Risk Management Resource changes are managed within IPSC's broader performance and continuity framework, including Contractor Performance Index (CPI) and Contractor Performance Rating (CPR) mechanisms. Succession and backup plans for key roles are reviewed and updated regularly to minimize future replacement risk. Where a Member requests removal of a resource due to performance or fit, IPSC works through agreed escalation channels, removes the resource promptly, and manages the transition to the approved replacement without impact to key milestones or service levels.</p> <p>Illustrative Example In a prior procurement solution program, IPSC executed resource substitutions using this controlled transition model while retaining core functional and technical leads across phases. Continuity and performance were monitored through CPI/CPR style metrics, ensuring stable delivery despite program duration and scale. This disciplined approach ensures Canoe Members experience minimal disruption, preserved knowledge, and consistent delivery outcomes, even when staffing changes are required.</p>
<p>Detail your experience managing multi-jurisdictional or group purchasing contracts.</p>	<p>Infosys Public Services Canada (IPSC) has extensive experience managing multi-jurisdictional and group purchasing contracts across public sector environments, directly aligning with Canoe's role as a national procurement authority supporting MASH, public sector, and not for profit entities with diverse governance, policy, and operational requirements.</p> <p>IPSC applies a program level delivery and governance model that establishes standardized commercial, reporting, and performance controls across all participating entities, while allowing each Member engagement to tailor scope, delivery cadence, and resourcing based on local maturity, regulatory context, and operational priorities. This model enables consistency and fairness across a shared contract vehicle without forcing uniformity in execution.</p> <p>A key differentiator is IPSC's ability to operate at scale across jurisdictions, coordinating stakeholders, approvals, and delivery teams while preserving Member autonomy. More advanced Members are able to move quickly with broader scope and accelerated timelines, while less mature Members adopt capabilities incrementally through phased onboarding and right sized delivery models.</p> <p>This approach has been demonstrated in province wide and broader public sector programs, where IPSC supported ministries and BPS entities under a single program agreement. IPSC maintained centralized governance and performance oversight while accommodating differing onboarding schedules, legacy environments, security requirements, and approval structures across participating organizations.</p> <p>In another example, IPSC supported the delivery of a centralized digital platform designed to scale to thousands of public sector entities, applying consistent delivery controls, reporting, and performance management while enabling jurisdiction specific adoption paths. This operating model is directly transferable to Canoe's national, multi Member purchasing framework, where Members access services through a common agreement while retaining control over timing, scope, and implementation depth.</p> <p>Through this experience, IPSC enables cooperative purchasing organizations to achieve economies of scale, reduced procurement effort, and consistent delivery quality, while ensuring flexibility, transparency, and accountability for each participating Member.</p>
<p>List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?</p>	<p>In addition to core ERP implementation services, Infosys Public Services Canada (IPSC) offers a set of complementary, optional capabilities designed to support Canoe Members with varying levels of maturity, capacity, and adoption readiness. These offerings enable Members to extend value incrementally without requiring full ERP transformation.</p> <p>Complementary Offerings Include:</p> <ul style="list-style-type: none"> ERP Selection and Advisory Services Independent advisory support to help Members assess needs, evaluate ERP options, and define fit for purpose solution strategies prior to implementation. Integration and Data Enablement Services Targeted integration and data migration services that allow Members to connect ERP solutions with existing legacy systems, external platforms, or shared services environments. Organizational Change Management and Adoption Measurement Structured OCM, training enablement, and adoption measurement services that extend beyond go live to support sustained use, incremental rollout, and long term value realization. Post Go Live Stabilization and Optimization Hypercare, stabilization, and continuous improvement services to support operational continuity and performance optimization following deployment. Advanced Automation and Analytics (Optional) <p>Access to public sector proven accelerators and analytics capabilities that support enhanced reporting, risk insight, and decision making. These capabilities allow advanced Members to pursue deeper automation and analytics, while enabling less mature Members to adopt targeted enhancements aligned to their readiness.</p> <ul style="list-style-type: none"> Program Level Enablement <p>These complementary services are delivered within IPSC's program level governance and delivery framework, supporting multiple Members concurrently while preserving flexibility for jurisdiction specific adoption paths. Standardized onboarding, stable core delivery teams, and shared governance controls ensure continuity, transparency, and consistent outcomes across ministries and broader public sector entities.</p> <p>Together, these complementary offerings enable Canoe Members to extend ERP value at their own pace, reduce transformation risk, and evolve capabilities incrementally as organizational maturity grows without forcing premature complexity or ERP wide change.</p>

ERP software solution selection support process

Question	Answer *
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<p>Describe your process for conducting a business needs assessment for a public sector member.</p>	<p>IPSC's business needs assessment approach is designed to help public-sector Members clearly understand their operational challenges, regulatory obligations, and future-state requirements before selecting an ERP solution. The process is structured, repeatable, and explicitly vendor-neutral, recognizing the diverse maturity levels, governance models, and resource constraints across municipalities, academic institutions, provincial agencies, and broader public-sector organizations.</p> <p>Neutral Requirements Foundations: IPSC develops ERP technical specifications by translating validated business requirements into platform-agnostic functional, non-functional, integration, security, and data specifications. Specifications emphasize configuration-first approaches, public-sector compliance, and full traceability from requirements to solution capabilities. This ensures ERP neutrality, objective evaluation, and defensible vendor selection outcomes.</p> <ol style="list-style-type: none"> 1. Initiation and Stakeholder Alignment: The assessment begins with a kickoff session to confirm objectives, scope, priorities, and decision-making structures. IPSC identifies key stakeholders across Finance, HR/Payroll, Procurement, Taxation, Utilities, Asset Management, and IT, and establishes governance, escalation paths, and a communication plan aligned to public-sector practices. 2. Current-State Analysis: IPSC performs a structured review of current processes, systems, integrations, data flows, and reporting requirements. This includes assessment of compliance obligations such as procurement rules, financial reporting standards, collective agreements, privacy legislation, accessibility, and data residency requirements. The goal is to establish an accurate baseline independent of any ERP product assumptions. 3. Business Process Workshops: Cross-functional workshops are facilitated by public-sector functional specialists to map end-to-end business processes, identify inefficiencies, and validate operational nuances. Process maps and scenario walkthroughs ensure requirements are grounded in actual operations and validated by process owners. 4. Requirements Elicitation and Prioritization: Validated needs are translated into structured, measurable ERP requirements grouped by functional area and categorized using a priority framework (Must-Have, Should-Have, Could-Have). Requirements include both business outcomes and technical constraints (security, integrations, data, privacy, accessibility). A formal traceability model is applied to maintain alignment between requirements, evaluation criteria, and eventual solution capabilities. 5. Solution Capability Mapping (Neutral Analysis): IPSC supports Members by mapping requirements to high-level solution capabilities across leading ERP platforms without bias or product preference. This analysis highlights where standard configuration supports requirements, where process change may be required, and where integrations or extensions may be appropriate—without promoting a specific vendor. 6. Integration, Data, and Reporting Assessment: Focused assessments are conducted for: <ul style="list-style-type: none"> • Integration requirements (e.g., GIS, utilities, permitting, payments) • Data readiness and migration complexity • Reporting and audit obligations <p>These inputs inform total scope, complexity, and risk—supporting informed, defensible ERP selection.</p> <ol style="list-style-type: none"> 7. Future-State Vision and Roadmap: IPSC works with Members to define a future-state vision and develop a phased transformation roadmap outlining scope options, sequencing, timelines, capacity considerations, and decision points—allowing Members to align ERP selection with realistic implementation pathways. 8. Evaluation Readiness and Selection Support: IPSC prepares Members for ERP selection by developing neutral scoring criteria, demonstration scripts based on real business scenarios, and structured evaluation processes. IPSC supports vendor Q&A and scoring to ensure selection decisions are evidence-based, transparent, and defensible.
<p>Explain how you develop technical specifications for an ERP software.</p>	<p>IPSC develops ERP technical specifications through a structured, platform-agnostic process that translates validated business requirements into objective, defensible, and vendor-neutral specifications suitable for public-sector ERP selection and implementation. Our process begins once business needs have been confirmed and prioritized. IPSC converts these needs into clearly defined specifications across the following categories:</p> <ul style="list-style-type: none"> • Functional specifications describing required business capabilities and outcomes (e.g., budgeting, payroll, procurement, asset management) without reference to vendor-specific features • Non-functional requirements covering performance, scalability, availability, accessibility, and usability expectations • Integration specifications defining required interfaces with legacy systems and third-party platforms (e.g., GIS, utilities, permitting, payments) • Security and privacy requirements aligned with public-sector policies, including role-based access control, audit logging, privacy legislation, and data residency • Data and reporting requirements covering data models, migration considerations, reconciliation, auditability, and statutory reporting needs <p>Specifications emphasize configuration-first approaches, public-sector compliance, and traceability from business requirements to technical requirements. IPSC maintains a formal requirements traceability matrix, ensuring each specification can be objectively evaluated against ERP solution capabilities during vendor demonstrations and scoring.</p> <p>Technical specifications are intentionally written to be ERP-vendor neutral, avoiding proprietary terminology or solution-specific design assumptions.</p>
<p>Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.</p>	<p>IPSC conducts fit-gap analysis using a structured, vendor-neutral methodology that objectively evaluates how well ERP software capabilities align with a member's validated business and technical requirements. The approach is designed to support transparent, evidence-based decision-making and defensible ERP selection outcomes for public-sector organizations.</p> <p>Our methodology consists of the following scalable steps, which may be streamlined based on Member size and complexity:</p> <ol style="list-style-type: none"> 1. Preparation and Scope Definition: IPSC confirms the scope of the fit-gap analysis using the approved business requirements, technical specifications, and prioritization criteria developed during the needs assessment phase. Evaluation principles, scoring rules, and documentation standards are established to ensure consistency and neutrality. 2. Requirements-to-Capability Mapping: Validated Member requirements are mapped to high-level ERP solution capabilities using platform-agnostic evaluation criteria. Requirements are assessed against standard configuration capabilities first, with customization and extensions explicitly identified as gaps rather than assumed solutions. 3. Scenario-Based Evaluation Workshops: IPSC facilitates structured fit-gap workshops with Member stakeholders and ERP vendors using scripted, real-world business scenarios. These scenarios are derived directly from Member processes and priorities to ensure practical, evidence-based evaluation rather than feature demonstrations. 4. Gap Identification and Classification: Gaps are documented and categorized using a consistent framework, such as: <ul style="list-style-type: none"> • Configuration gap (addressable through standard setup or process change) • Integration gap (requires interfacing with external systems) • Functional gap (requires extension or workaround) • Non-functional gap (performance, security, reporting, or compliance) 5. Impact and Risk Assessment: IPSC evaluates the implications of identified gaps on implementation effort, cost, timeline, and operational risk. This includes consideration of data migration complexity, security and compliance impacts, and change management implications—without prescribing vendor-specific solutions. 6. Fit-Gap Reporting and Decision Support: Results are consolidated into a formal fit-gap report that includes: <ul style="list-style-type: none"> • Requirement-by-requirement fit scoring • Summary of key gaps and risks • Recommended mitigation approaches • Traceability back to original business and technical requirements <p>The output provides Members with a clear, auditable basis for comparing ERP solutions and making informed selection decisions.</p> <p>This fit-gap methodology ensures ERP solutions are evaluated based on objective alignment to Member needs, not vendor positioning. By emphasizing configuration-first principles, transparency, and traceability, IPSC enables public-sector Members to select ERP software with confidence, fairness, and long-term sustainability.</p>
<p>Detail your approach to calculating the total cost of ownership for software solutions.</p>	<p>IPSC calculates total cost of ownership (TCO) using a structured, vendor-neutral framework that enables public-sector Members to understand the full lifecycle cost of ERP software solutions prior to selection. The approach is designed to support transparent, comparable, and defensible decision-making across multiple ERP options. TCO is assessed across defined cost categories over a multi-year horizon, typically aligned to public-sector budgeting and planning cycles.</p> <ol style="list-style-type: none"> 1. Software Subscription and Licensing Costs: IPSC evaluates licensing or subscription costs based on objective factors such as: <ul style="list-style-type: none"> • Number and type of users (named, concurrent, functional roles) • Modules or capabilities required • Contract term and renewal structure <p>Licensing assumptions are normalized across vendors to ensure like-for-like comparison, without reliance on vendor-provided estimates alone.</p> <ol style="list-style-type: none"> 2. Implementation and Deployment Costs: Implementation costs are estimated based on validated scope and complexity, including: <ul style="list-style-type: none"> • Configuration and setup • Integration with existing systems • Data migration and validation • Testing, training, and change management <p>These estimates reflect a configuration-first approach, avoiding customization assumptions unless explicitly required.</p> <ol style="list-style-type: none"> 3. Infrastructure and Hosting Costs: Where applicable, IPSC includes infrastructure-related costs such as: <ul style="list-style-type: none"> • Cloud hosting or on-premise infrastructure • Environment provisioning (development, test, production) • Security, backup, and disaster recovery services <p>Costs are assessed in alignment with public-sector security and data residency requirements.</p> <ol style="list-style-type: none"> 4. Ongoing Operations and Support Costs: TCO calculations incorporate ongoing costs required to operate the solution, including: <ul style="list-style-type: none"> • Application management and support services • Vendor maintenance or support fees • Internal support effort and training refresh <p>This ensures Members understand the operational implications beyond initial go-live.</p> <ol style="list-style-type: none"> 5. Third-Party and Ancillary Costs: IPSC identifies additional costs that may be required to support the solution, such as: <ul style="list-style-type: none"> • Third-party integrations or add-on products • Reporting, analytics, or security tools • Interfaces to legacy or shared systems <p>These costs are explicitly itemized to avoid underestimating true ownership costs.</p> <ol style="list-style-type: none"> 6. Risk, Change, and Scalability Considerations: Where appropriate, IPSC highlights cost drivers related to: <ul style="list-style-type: none"> • Change management and adoption risk • Future scalability and expansion • Regulatory or compliance impacts <p>While not always directly priced, these factors are documented to support informed decision-making.</p> <ol style="list-style-type: none"> 7. Comparative TCO Analysis and Decision Support: All cost components are consolidated into a transparent TCO model that enables: <ul style="list-style-type: none"> • Side-by-side comparison of ERP options • Sensitivity analysis based on scope or adoption assumptions • Traceability between requirements, scope, and cost drivers <p>This approach ensures that Members can evaluate ERP solutions based on total lifecycle cost, not just initial licensing or implementation estimates.</p>

How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	IPSC confirms and maintains neutrality in ERP selection and advisory engagements through a combination of governance controls, contractual independence, and ethical compliance practices designed to preserve objectivity and public sector procurement integrity. No Financial Incentives for Selection Decisions IPSC does not accept financial incentives, referral fees, or compensation from software OEMs that are contingent on recommending, selecting, or influencing the choice of a specific ERP solution. ERP selection advisory and specification development services are delivered independently of any implementation or OEM commercial arrangements, ensuring Members receive unbiased guidance.
	NA
	NA

Member access to program offering

Question	Response
List the steps required for Canoe Members who want to engage with your firm to discuss their ERP implementation needs. Begin from initial contact to providing a price proposal and quotation.	<p>ERP Engagement Process for Canoe Members – IPSC</p> <p>1) Initial Contact & Request Submission (Canoe Member → IPSC)</p> <p>Inputs:</p> <ul style="list-style-type: none"> Request via Canoe account manager, partner relationship manager, IPSC inbox, or Canoe portal/web form Basic details: organization, primary contacts, membership confirmation (if available), current ERP (if any), modules/areas of interest, timeline window, budget band, constraints/urgency <p>Activities:</p> <ul style="list-style-type: none"> IPSC acknowledges receipt and schedules an introductory discussion Assigns Account Executive (AE) and Solution Lead as initial points of contact <p>Outputs:</p> <ul style="list-style-type: none"> Acknowledgement email (same day where possible) Intro call on calendar within 1–2 business days (target SLA) <p>2) Canoe Program Validation & Qualification</p> <p>Activities:</p> <ul style="list-style-type: none"> Confirm Canoe membership and applicable program benefits Validate solution fit (industry, platform, timing) Share Pre-Discovery Checklist and proposed discovery agenda <p>Outputs:</p> <ul style="list-style-type: none"> Confirmed engagement path (standard or fast-track) Discovery objectives and participants agreed <p>3) NDA (Non-Disclosure Agreement), if required</p> <p>Activities:</p> <ul style="list-style-type: none"> Legal teams review and finalize NDA Execute NDA prior to exchanging sensitive materials <p>Outputs:</p> <ul style="list-style-type: none"> Counter-signed NDA Green light to exchange detailed process, data, and architecture information <p>4) Pre-Discovery Package (Client Provides)</p> <p>Requested content:</p> <ul style="list-style-type: none"> Organization overview and business objectives (top outcomes/KPIs) Process summaries by function (Finance, Supply Chain, Manufacturing, HR/Payroll, etc.) Current systems & integrations list; data sources/targets; volumes User counts by role/site; security considerations Reporting & analytics requirements (operational, management, statutory) Regulatory/compliance (e.g., REP, CCPSA) Timeline constraints (freeze periods, fiscal milestones) <p>Output:</p> <ul style="list-style-type: none"> Consolidated current-state view to accelerate discovery <p>5) Discovery Workshops & Clarification Rounds</p> <p>Activities:</p> <ul style="list-style-type: none"> IPSC Account Executive + Solution Lead facilitate workshops; include Solution Architect, Functional/Technical Leads as needed Fit-gap analysis, demos, architecture discussions, data & integration deep dives Define scope boundaries (in-scope/out-of-scope), dependencies, and constraints Outline preliminary phasing (e.g., Core Finance → Supply Chain → Manufacturing) <p>Outputs:</p> <ul style="list-style-type: none"> Discovery summary and agreed scope boundaries Assumptions & risks register (initial) Draft delivery approach and strawman roadmap <p>6) IPSC Internal Review & Solutioning</p> <p>Activities:</p> <ul style="list-style-type: none"> Assemble solution team: Solution Architect, Functional Leads, Technical Leads, Industry SME Formulate proposed ERP platform (e.g., SAP S/4HANA, Oracle Cloud ERP) Select implementation approach (Greenfield, Brownfield, Hybrid) Define governance (steering, PMO, roles/responsibilities) Resourcing model (onshore/offshore/mixed), cadence (sprints/gates) Environments strategy (DEV/TEST/UAT/PROD) and data migration waves Change enablement plan (communications, training, adoption metrics) <p>Outputs:</p> <ul style="list-style-type: none"> Draft delivery roadmap with phases & milestones Updated risk/assumption log and dependency list <p>7) Assumptions & Scope Alignment Checkpoint</p> <p>Activities:</p> <ul style="list-style-type: none"> Walk-through of scope boundaries, key assumptions, dependencies, and preliminary timeline Confirm priorities and any excluded items before full costing <p>Outputs:</p> <ul style="list-style-type: none"> Aligned scope & assumptions (documented) Green light for detailed estimation <p>8) Effort Estimation & Pricing Preparation</p> <p>Activities:</p> <ul style="list-style-type: none"> Estimate by role/workstream: functional consulting, technical development, integrations, data migration, testing/QA, PM/PMO, change enablement Incorporate infrastructure/cloud estimates (if applicable) Apply Canoe-member pricing (pre-negotiated rate cards/discounts if eligible) Prepare pricing model options: Time & Materials, milestone-based components, or fixed-fee for bounded deliverables <p>Outputs:</p> <ul style="list-style-type: none"> Cost model with options (including not-to-exceed caps if appropriate) Sensitivity view (best-case / base / risk-adjusted) <p>9) Proposal Drafting (Technical + Commercial)</p> <p>Contents:</p> <ul style="list-style-type: none"> Executive Summary (objectives, outcomes, value) Proposed ERP solution & reference architecture Implementation approach & methodology; governance model Project phases & timeline; major milestones Deliverables; RACI and resourcing plan Assumptions, dependencies, exclusions Risk register (mitigation actions) Commercials: services fees by phase/role, optional services, T&E policy and caps (if any), licensing (if in scope), Canoe-member pricing details Terms & conditions (payment schedule, change control, acceptance criteria) Quote/Order Form for procurement processing <p>10) Proposal Presentation & Review with Canoe Member</p> <p>Activities:</p> <ul style="list-style-type: none"> Formal walkthrough of solutions and commercials Explain pricing assumptions, Q&A with stakeholders Capture feedback for refinement <p>Output:</p> <ul style="list-style-type: none"> Agreed revisions (if any) and approval path for finalization

11) Final Price Proposal, Quotation & Contracting
Activities:

- Issue final quotation reflecting agreed scope, price, payment terms, and timeline
- Align with Canoe procurement pathway as applicable
- Execute MSA/SOW or order form; obtain PO; confirm start date

Outputs:

- Signed quotation and executed contracting artifacts (MSA/SOW/PO)
- Project kickoff scheduled

12) Project Kickoff (Post-Award)
Activities:

- Confirm scope/objectives, governance, and cadence
- Detail Phase 1 plan and success metrics
- Launch communications & change plan; define reporting cadence

A) Typical Timelines (Indicative)
The following are targets and may vary with scope/complexity:

- Response to initial inquiry: same day to 1 business day
- Intro call scheduling: within 1–2 business days
- NDA turnaround (if required): 1–3 business days
- Discovery duration: 3–10 business days (breadth-dependent)
- Proposal & quotation: 3–5 business days after discovery closure
- Fast-track advisory scoping: 48–72 hours for narrow scope

B) What We Need From Canoe Members (Before & At Kickoff)

- Named sponsor and key stakeholders
- Access to current process documentation or walkthroughs
- User counts by role/site; indicative transaction volumes (if known)
- Integration map and reporting requirements
- Timeline constraints (blackout periods, fiscal year-end)
- Any required Canoe procurement steps/documents

C) Client-Ready Templates

1) Pre-Discovery Checklist (Client-Facing)

- Organization & Contacts: Legal entity name, primary contacts, decision maker(s)
- Business Objectives: Top 3 outcomes / KPIs for the ERP initiative
- Scope: In-scope business areas/modules, sites/locations, languages
- Current State: ERP(s) and versions, key integrations, data volumes, pain points
- Security & Compliance: Approvals, controls, SoD; regulatory needs (e.g., SOX, ITAR, PIPEDA)
- Reporting & Analytics: Critical reports/dashboards; BI tools; statutory needs
- Timeline & Constraints: Target go-live(s), blackout periods, fiscal milestones
- Resourcing: Client-side roles available (SMEs, PM/IT, change/training)
- Procurement: Canoe membership confirmation and any required steps/documents

2) Sample Initial Outreach Email
Subject: Canoe Member ERP Discussion – [Your Organization]
Hello ABC,

We are a Canoe Member and would like to discuss our ERP needs:

- Current ERP / systems:
- Business areas in scope:
- Desired outcomes:
- Timeline / target go-live:
- Key constraints:
- Primary contacts:

Please advise next available times for an introductory call and any pre-discovery materials you need from us.

Thank you,
[Name, Title]
[Organization]
[Phone/Email]

3) Pricing Options (Illustrative)
Option A – Advisory Discovery Package (Fixed Fee): Discovery workshops, solution brief, ROM estimate, roadmap
Option B – Implementation (Phase 1) – Time & Materials: Weekly burn-rate visibility; milestone gates; optional not-to-exceed caps
Option C – Milestone-Based / Fixed-Fee Components: Well bounded deliverables (e.g., data migration wave 1, integration blueprint)

4) Quote / Order Form – Key Fields

- Legal entity name & address
- Scope reference (SOW/Proposal section)
- Pricing model and total (with taxes if applicable)
- Payment terms and billing schedule
- Project start date / validity period
- Signature blocks (IPSC and Client)

List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.

1) Organization & Business Overview + High-Level Goals
Why it matters: Anchors the business case and shapes scope prioritization and stakeholder model.
Minimum fields (baseline):

- Legal entity name and primary contacts (sponsor, day-to-day lead, procurement contact)
- Brief organization overview (industry, size, sites/locations)
- Top 3–5 business goals/KPIs for the ERP initiative

Nice to have (if available):

- Operating model nuances (shared services, centralized vs. decentralized)
- Languages/currencies (if relevant)

2) Scope of ERP Requirements & Modules
Why it matters: Defines workstreams and enables accurate phasing and resourcing.
Minimum fields (baseline):

- In-scope processes/modules (e.g., Finance, Procurement/P2P, O2C, Manufacturing/MRP, Inventory/WMS/EWM, Supply Chain/Planning, HR/HCM, CRM)
- Sites/locations and legal entities in scope

Nice to have (if available): Out-of-scope items (if known)

3) Industry-Specific or Regulatory Requirements
Why it matters: Impacts process design, controls, reporting, and testing scope.
Minimum fields (baseline):

- Named regulatory regimes (e.g., SOX, PIPEDA, ITAR, PCI) if applicable
- Key approval/controls requirements (e.g., PO/vendor/journal approvals, SoD)

Nice to have (if available): Audit dates or external deadlines

4) Existing ERP(s) & Other Applications; High-Level Architecture
Why it matters: Determines integration scope and change impact.
Minimum fields (baseline):

- Current ERP (or "none") and version
- List of adjacent applications (CRM, banking, tax, EDI, PLM, MES, payroll, BI/EDW)
- High-level architecture diagram (even a simple box diagram)

Nice to have (if available): Known customizations

5) Known Pain Points & Preferred Solution (if any)
Why it matters: Focuses the roadmap and informs buy vs. build decisions.
Minimum fields (baseline):

- Top 5 pain points or limitations of current systems
- Preferred target platform (SAP S/4HANA, Oracle Cloud ERP, Microsoft Dynamics, etc.) – optional but helpful

6) High-Level Business Volumes (ranges are fine)
Why it matters: Right-sizes the team and effort estimates.
Minimum fields (baseline):

- Monthly GL journal lines (band: <10k / 10–100k / >100k)
- Monthly PO lines and SO lines (banded)
- Active items/SKUs, suppliers, customers (banded)
- If manufacturing: production orders/month; average BOM levels

7) Systems the ERP Must Integrate With + Preferred Integration Platform
Why it matters: Integration count and method are primary cost drivers.
Minimum fields (baseline):

- List of systems to integrate (source/target, basic data flows)
- Preferred integration platform or approach (e.g., MuleSoft, Boomi, SAP CPI, Azure iPaaS, native APIs)

Nice to have (if available): Any event or batch latency expectations

8) Data Objects to Migrate & History Depth
Why it matters: Migration scope and history drive effort and timeline.

	<p>Minimum fields (baseline):</p> <ul style="list-style-type: none"> • Objects: Customers, Vendors, GL balances, Materials/Items, Inventory, Fixed Assets, Open AR/AP, BOMs (as applicable) • History depth: opening balances only / 1–2 prior years / >2 years • Nice to have (if available): • Known data quality issues; master data ownership model <p>9) User & License Estimates</p> <p>Why it matters: Determines access design, security, and licensing cost assumptions.</p> <p>Minimum fields (baseline):</p> <ul style="list-style-type: none"> • User counts by role/type (Finance, Procurement, Warehouse, Shop Floor, HR, Management) • License responsibility (Member-held vs. IPSC assist); any existing subscriptions <p>10) Required Go-Live Date(s) & Milestones</p> <p>Why it matters: Aligns phasing and critical path.</p> <p>Minimum fields (baseline):</p> <ul style="list-style-type: none"> • Target go-live window(s) or phased milestones • Cutover constraints (blackout periods, fiscal year-end, peak season) <p>11) Budget Range & Commercial Preferences (Canoe)</p> <p>Why it matters: Guides proposal structure and pricing model options.</p> <p>Minimum fields (baseline):</p> <ul style="list-style-type: none"> • Budget band (ROM is fine) • Preferred pricing model: T&M / fixed-fee components / hybrid • Travel & Expenses policy (if any) • Canoe membership confirmation and any preferred procurement vehicle <p>12) Available Documentation</p> <p>Why it matters: Accelerates discovery and reduces rework.</p> <p>Minimum fields (baseline):</p> <ul style="list-style-type: none"> • Any process documentation, system diagrams, data dictionaries, report inventories • Example transactions/reports (screenshots acceptable) <p>Intake Form</p> <p>Organization & Contacts</p> <ul style="list-style-type: none"> • Legal Entity: • Executive Sponsor: • Day-to-Day Lead: • Procurement/AP Contact: • Canoe Membership Confirmed: Yes / No <p>Business Goals & Scope</p> <ul style="list-style-type: none"> • Top 3–5 Outcomes/KPIs: o In-Scope Modules/Processes (Finance, P2P, O2C, Inventory/EWM, Mfg, HCM, CRM): • Sites/Locations & Legal Entities: <p>Current State & Architecture</p> <ul style="list-style-type: none"> • ERP (name/version) or "None": • Other Applications (CRM, Banking, Tax, EDI, PLM, MES, Payroll, BI): o High-Level Architecture Diagram: Attached / Link <p>Pain Points & Preferred Solution</p> <ul style="list-style-type: none"> • Top 5 Pain Points: o Preferred Platform (SAP S/4HANA, Oracle Cloud ERP, MS Dynamics, etc.): <p>Volumes (Ranges OK)</p> <ul style="list-style-type: none"> • GL Journal Lines / month (band): • PO Lines / SO Lines / month (band): • Active Items/SKUs Suppliers Customers (band): • (If Mfg.) Production Orders/month Avg BOM Levels: <p>Integrations</p> <ul style="list-style-type: none"> • Systems to Integrate (source → target): • Preferred Integration Platform (e.g., MuleSoft, Boomi, SAP CPI, Azure): <p>Data Migration</p> <ul style="list-style-type: none"> • Objects to Migrate (customers, vendors, GL, materials, inventory, assets, BOMs): • History Depth: Opening balances / 1–2 yrs / >2 yrs <p>Users & Licensing</p> <ul style="list-style-type: none"> • Users by Role/Type: o Licensing Responsibility (Member / IPSC assist): <p>Timeline & Milestones</p> <ul style="list-style-type: none"> • Target Go-Live Window(s) / Phasing: o Cutover Constraints (blackout, fiscal YE, peak season): <p>Budget & Commercial</p> <ul style="list-style-type: none"> • Budget Band (rough order of magnitude): o Preferred Pricing Model: T&M / Fixed-fee components / Hybrid • T&E Policy: o Contracting (Canoe vehicle, MSA/SOW/PO): <p>Documentation</p> <ul style="list-style-type: none"> • Process Docs / System Diagrams / Report List: Attached / Link <p>What We Will Deliver with the Above Intake</p> <ul style="list-style-type: none"> • Project Plan (initial): Scope statement, phase plan, milestones, resourcing model, RACI, assumptions & risks. • Price Proposal & Quotation: Commercial options (T&M vs. fixed components), Canoe-member pricing application, T&E/licensing notes (if applicable), acceptance criteria, and Quote/Order Form ready for procurement. <p>Assumptions if Data Are Missing at Intake</p> <ul style="list-style-type: none"> • Where exact figures are unavailable, we use banded ranges (small/medium/large) to produce a credible ROM estimate. • Any unknowns are documented in the assumptions log and validated during discovery workshops prior to final pricing. <p>Indicative SLA & Next Steps</p> <ul style="list-style-type: none"> • Acknowledgement within 1 business day; intro call within 1–2 business days. • Proposal timeline: 3–5 business days after receipt of a complete intake, or after a short discovery touchpoint.
<p>List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.</p>	<p>These items are not mandatory but greatly help in solutioning are as following enhancements that improve accuracy and reduce rework without blocking proposal creation.</p> <p>Strategic & Operating Context</p> <ul style="list-style-type: none"> • Corporate strategy & growth plans (M&A, new markets, product launches) • Operating model (centralized vs. decentralized, shared services, CoE presence) • Org charts for business and IT (stakeholder map) <p>Why helpful: Aligns phasing and change approach to decision paths and growth hotspots.</p> <p>Process Detail & Maturity</p> <ul style="list-style-type: none"> • Current-state process maps/SOPs (L2/L3 if available) • Process pain-point heatmap with frequency/impact • Process maturity self-assessment (ad-hoc → optimized) <p>Why helpful: Speeds discovery improves fit-gap and identifies automation opportunities.</p> <p>Detailed Volume & Complexity Signals</p> <ul style="list-style-type: none"> • Seasonality curves (month/quarter spikes) • Inventory characteristics (lot/serial, shelf-life, QC, regulated items) • Manufacturing specifics (routing/operations, co/products, batch vs. discrete) <p>Why helpful: Improves environment sizing, testing scope, and data migration planning.</p> <p>Integration Depth</p> <ul style="list-style-type: none"> • Interface inventory (source/target, frequency, payload size, protocol) • Error-handling & reconciliation practices today • Preferred eventing model (batch vs. near-real-time/pub-sub) <p>Why helpful: Reduces integration estimate variance and surprises in testing.</p> <p>Data Quality & Governance</p> <ul style="list-style-type: none"> • Data profiling snapshots (duplicates, nulls, pattern violations) • Data stewardship model (ownership, approvals) • Retention/archival policies (by object) <p>Why helpful: Calibrates migration waves, cleansing effort, and cutover risk.</p> <p>Reporting & Analytics</p> <ul style="list-style-type: none"> • Top 25 reports/dashboards with owners and refresh cadence • BI landscape (Power BI/Tableau, EDW, semantic models, KPIs) • Regulatory/statutory reporting examples <p>Why helpful: Right-sizes reporting backlog and avoids duplicate builds.</p>

Security, Controls & Compliance (Depth)

- Role catalogue (SoD rules, privileged access approach)
- Recent audit findings (12–24 months) and remediation priorities
- Data residency/classification (PII/PHI/ITAR)

Why helpful: Lowers compliance risk and clarifies security design effort.

Non-Functional Requirements

- Performance targets (e.g., order entry <2s at peak)
- Availability & recovery targets (RTO/RPO), DR expectations
- Localization needs (languages, currencies, tax regimes)

Why helpful: Guides architecture choices and environment cost.

Change, Training & Adoption

- Change readiness indicators (prior transformation fatigue, unions)
- Training model (train-the-trainer vs. vendor-led) and LMS tools
- Adoption KPIs (time-to-proficiency, usage targets)

Why helpful: Improves hypercare sizing and reduces post-go-live risk.

Project Governance & Ways-of-Working

- Preferred methodology (agile, hybrid, waterfall) and sprint cadence
- Decision governance (steering cadence, stage gates, RACI)
- Tooling preferences (Azure DevOps/Jira, Confluence/SharePoint)

Why helpful: Accelerates mobilization and clarifies PMO scope.

Cloud & Environment Preferences

- Cloud strategy (single vs. multi-cloud); SaaS vs. PaaS appetite
- Connectivity constraints (VPN, private links, identity provider)
- Sandbox policy (tenants, refresh cadence)

Why helpful: Avoid rework when setting up landscapes and pipelines.

Third-Party & ISV Landscape

- Preferred ISVs (tax, banking, EDI, label printing, AP automation)
- Existing contracts/renewals (reuse or replace)

Why helpful: Enables reuse and leverages existing discounts/support.

Legacy Decommission Plan

- Systems targeted for retirement; read-only archive needs
- Compliance retention (duration, storage, access)

Why helpful: Captures cost savings and informs data extraction scope.

Testing Strategy & Test Assets

- Existing test cases/scripts (even partial)
- UAT organization (sign-off roles, environments)
- Performance/volume test expectations

Why helpful: Improves test effort estimates and scheduling.

Cutover & Hypercare Preferences

- Cutover window tolerance (hours vs. days)
- Parallel run vs. big-bang preference
- Hypercare SLAs (coverage hours, severity definitions)

Why helpful: Aligns resourcing and post-go-live pricing.

Commercial & Procurement Nuances (Canoe)

- Preferred contracting vehicle and any pre-negotiated rate cards
- Invoicing preferences (milestone-based, monthly, retainers)
- T&E caps or on-site expectations

Why helpful: Reduces cycle time from proposal to PO.

Platform Roadmap Clues

- Vendor/platform shortlist with rationale
- Feature must-haves vs. nice-to-haves (by module)

Why helpful: Tightens solution assumptions and narrows option pricing.

Risk & Dependency Register (Early Draft)

- Parallel initiatives (CRM, PLM, WMS replacements)
- Key dependencies (EDW rebuild, network upgrades, identity)

Why helpful: Avoids timeline collisions and double-counts in effort.

Quick "Helpful-Not-Mandatory" Checklist

Strategy & Operating Model: growth plans, org charts, shared services

- Process: L2/L3 flows, SOPs, pain-point heatmap, maturity self-assessment
- Volumes & Complexity: seasonality, inventory characteristics, manufacturing specifics
- Integrations: interface inventory, error-handling, eventing/batch preferences
- Data: profiling snapshots, stewardship model, retention/archival policies
- Reporting/Analytics: top 25 reports, BI tools, KPI dictionary
- Security/Compliance: role catalogue, recent audit findings, data residency/classification
- Non-Functional: performance targets, RTO/RPO, localization
- Change & Training: readiness indicators, training model, adoption KPIs
- Governance & Tools: methodology preference, steering cadence, ADO/Jira/Confluence
- Cloud & Environments: SaaS/PaaS, connectivity constraints, sandbox policy
- Third-Party/ISV: preferred vendors, contract renewals
- Legacy Decommission: retirement list, read-only archive needs
- Testing: existing cases/scripts, UAT setup, performance test scope
- Cutover & Hypercare: window tolerance, parallel-run vs big-bang, SLA expectations
- Commercial (Canoe): contracting vehicle, invoicing preference, T&E caps
- Platform Roadmap: shortlist & rationale, must-haves vs nice-to-haves
- Risks & Dependencies: parallel projects, external dependencies

Scalability and staffing

Question	Answer *
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<p>Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunseting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.</p>	<p>IPSC is experienced in delivering multiple, concurrent public sector ERP implementations across jurisdictions with competing timelines. Our approach is designed to address the anticipated increase in demand driven by legacy system sunseting, while ensuring consistent quality, predictable outcomes, and equitable access for Canoe Members.</p> <p>Program Level Governance and Coordination IPSC establishes a central Program Management Office (PMO) to oversee all Canoe Member implementations operating under the program. This PMO provides:</p> <ul style="list-style-type: none"> Standardized delivery frameworks, templates, and stage gates Shared risk, dependency, and capacity tracking across Members Consolidated reporting and escalation protocols A unified change control process to manage cross Member impacts <p>This program level coordination reduces duplication, accelerates decision making, and enables proactive management of competing timelines.</p> <p>Demand Management and Capacity Planning To address peak demand and bottleneck risk associated with 2029 legacy software sunseting, IPSC applies forward looking capacity planning supported by:</p> <ul style="list-style-type: none"> A dedicated Canoe delivery pool drawing from IPSC's global ERP skilled workforce across SAP, Oracle, Workday, and related platforms Elastic staffing models that scale resources up or down without disrupting active projects Deployment of specialized surge or "SWAT" teams during high complexity or time critical phases Global delivery centres and follow the sun delivery to mitigate local bandwidth constraints and compress schedules where required <p>This ensures that no single Member engagement is delayed due to resource contention.</p> <p>Standardization with Member Specific Flexibility IPSC applies standardized public sector reference architectures, configuration patterns, and delivery accelerators to avoid "reinvention" across Members, while preserving autonomy at the individual engagement level. This includes:</p> <ul style="list-style-type: none"> Reusable public sector process and data models Consistent security, role design, and control frameworks Scalable integration patterns <p>Members benefit from faster start up and reduced delivery risk, while retaining control over scope, timing, and implementation depth.</p> <p>Phased and Staggered Delivery Approach Where Members have similar timelines, IPSC works with Canoe and the Members to sequence activities through:</p> <ul style="list-style-type: none"> Phased onboarding and staggered design or build cycles Prioritization of high risk or time sensitive legacy replacements Incremental rollouts aligned to Member readiness rather than a single fixed schedule <p>This approach balances fairness and urgency across the Canoe ecosystem.</p> <p>Sustained Quality and Oversight Quality and performance are maintained through standardized QA, PMO controls, and governance metrics applied consistently across all concurrent projects. Central oversight ensures lessons learned are rapidly shared across implementations, continuously improving delivery efficiency as demand increases. Through this combination of program level governance, scalable resourcing, standardized delivery assets, and phased execution, IPSC enables Canoe to support increased ERP modernization demand without creating delivery bottlenecks—while ensuring each Member receives focused attention and predictable outcomes.</p>
<p>Detail how you ensure consistent pricing and service levels across all participating members.</p>	<p>IPSC ensures pricing consistency through a contractually committed, unified rate card: A single pricing structure applies to all Canoe members—regardless of size, location, or implementation of wave. Rates remain fixed for the contract duration, protecting members from market inflation, talent shortages, or demand spikes. Role definitions and effort models are standardized so each member pays the same price for the same scope and skillset. Pre-defined rules ensure no member is charged differently for identical services. This creates a fair, predictable, and transparent pricing model for all members. IPS uses a centralized delivery playbook, ensuring every member receives the same level of service excellence:</p> <ul style="list-style-type: none"> Standardized S/4HANA templates for public sector Uniform methodology (IPSC Agile/Accelerate for Public Services) Common KPIs and SLA metrics applied across all implementations Pre-defined quality assurance checkpoints Shared accelerators, tools, and best practices <p>By using the same proven framework for every member, IPSC guarantees consistent quality, consistent timelines, and consistent service expectations.</p>
<p>Explain your staffing model and structure.</p>	<p>IPSC employs a three tier staffing model designed to ensure strong governance, deep public sector domain expertise, and scalable delivery capacity to support multiple Canoe Members concurrently without degradation of quality or continuity.</p> <p>A. Strategic Leadership and Governance Layer This layer provides program level oversight and consistency across all Member engagements.</p> <ul style="list-style-type: none"> Program Director / Engagement Partner <p>Provides executive oversight, financial governance, escalation management, and alignment with Canoe's program objectives. Ensures consistency in delivery standards and accountability across Members.</p> <ul style="list-style-type: none"> Program Management Office (PMO) Lead <p>Oversees schedules, risks, dependencies, resourcing, and status reporting across concurrent projects. Coordinates cross Member delivery, capacity planning, and escalation to maintain predictable outcomes. This layer ensures delivery alignment, risk control, and governance continuity across the Canoe ecosystem.</p> <p>B. Functional and Technical Domain Experts This layer delivers the core ERP implementation work and Member specific solution outcomes.</p> <ul style="list-style-type: none"> Solution Architects (Finance, Procurement, HCM, Grants, Integration, Data) <p>Define end state architecture, cross module integration patterns, and reusable public sector design standards.</p> <ul style="list-style-type: none"> Senior Consultants / Functional Leads <p>Lead requirements workshops, blueprinting, configuration, testing, and Member specific solution design. Serve as primary points of continuity for each engagement.</p> <ul style="list-style-type: none"> Technical Consultants (Integration, Data, Development Specialists) <p>Deliver integrations, data migration, extensions, automation, and technical enablement aligned to public sector security and data requirements. These resources are assigned using a named core team model, ensuring knowledge retention and accountability throughout the project lifecycle.</p> <p>C. Global Delivery and Support Teams This layer provides flexible capacity to scale delivery based on demand while maintaining cost efficiency and schedule predictability.</p> <ul style="list-style-type: none"> Functional Analysts and Configuration Specialists <p>Support configuration, documentation, testing, and validation activities using standardized templates and delivery assets.</p> <ul style="list-style-type: none"> Quality Assurance and Automation Engineers <p>Execute structured testing using reusable scripts and automated testing frameworks to ensure consistent quality across concurrent projects.</p> <ul style="list-style-type: none"> Training and Change Management Specialists <p>Develop role based training content, learning paths, and adoption materials to support readiness and go live success. This structure allows IPSC to scale resources up or down without impacting timelines, deploy specialized teams during peak phases, and maintain consistent execution across multiple Members.</p> <p>Outcome for Canoe Members This three tier staffing model enables IPSC to deliver:</p> <ul style="list-style-type: none"> Strong governance and delivery consistency Stable, accountable core teams for each Member Scalable capacity to address overlapping timelines and increased demand Predictable quality and outcomes across all engagements <p>As a result, Canoe Members benefit from focused delivery attention, reduced resource contention, and a staffing model designed for long term, multi Member program success.</p>

<p>List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)</p>	<p>IPSC staffs ERP implementation projects using clearly defined role categories, each supported by industry-recognized certifications relevant to public-sector ERP delivery. The certifications listed below represent the minimum or typical credentials held by personnel assigned to these roles; specific staffing is aligned to the ERP platform selected by each Canoe Member.</p> <p>1. Program and Project Leadership Program Director / Engagement Partner: Responsible for executive oversight, financial governance, escalation management, and alignment with Canoe and Member objectives. These are intermediate (10 +years of relevant experience) and senior management (15+ years of relevant experience) roles and typically go with the Infosys role titles of Executive Sponsor, Program Director, Transformation Project Manager, Value Manager etc. These roles typically require an undergraduate/graduate/Phd degree in Computer Science, Information Systems, Computer Applications, Technology, Engineering, Mathematics, Physics etc. with and/or MBA with relevant Project experience and certifications.</p> <p>Typical Certifications: PMP (Project Management Professional – PMI) SAFe® Agilist or SAFe® Program Consultant (SPC) ITIL v4 Foundation Prosci Change Management (preferred) Project Manager: Responsible for day-to-day delivery execution, schedule, cost, risk, and stakeholder coordination. Typical Certifications: PMP (PMI) PRINCE2 Practitioner (optional) SAFe® Scrum Master (SSM) or SAFe® POPM ITIL v4 Foundation</p> <p>2. Solution and Technical Architectural Roles Enterprise / Solution Architect: Defines target-state architecture, integration patterns, security design, and reusable public-sector standards. These are intermediate (10 +years of relevant experience) and senior management (15 +years of relevant experience) roles and typically go with the Infosys role titles of Solution Architect, Enterprise Architect, Domain Architect, Integration Architect, Security Architect, Data and Reporting Architect, Cloud Architect, AI Architect etc. These roles typically require an undergraduate/graduate/Phd degree in Computer Science, Information Systems, Computer Applications, Technology, Engineering, Mathematics, Physics etc. with relevant Project experience and certifications.</p> <p>Typical Certifications: TOGAF® (preferred) ERP platform architecture certification (e.g., SAP S/4HANA Architecture, Oracle Cloud Architecture) Cloud architecture certification (Azure, AWS, or GCP) Functional Solution Architects (Finance, Procurement, HCM, Grants, etc.): Lead functional design and configuration using configuration-first principles. Typical Certifications: ERP platform professional certification for the relevant module (e.g., SAP S/4HANA Finance, Oracle Financials Cloud, Workday Financial Management) Public-sector or industry-specific ERP certifications where applicable</p> <p>3. Functional Implementation Consultants Senior Functional Consultants / Leads: Conduct workshops, configuration, testing, and Member-specific functional design. These roles are at Junior, intermediate (10 +years of relevant experience) and senior management (15 +years of relevant experience) roles and typically go with the Infosys role titles of Functional Implementation consultants and have relevant experience in that functional module of the ERP application. Typical Certifications: ERP platform functional certifications (e.g., Finance, Procurement, HCM, Grants, Utilities) Module-specific professional certifications aligned to the selected ERP</p> <p>4. Technical and Integration Specialists Technical Architects / Integration Leads: Design and deliver integrations, extensions, and technical enablement. These are intermediate (10 +years of relevant experience) and senior management (15 +years of relevant experience) roles and typically go with the Infosys role titles of Technical and Integration Specialists, Data Migration and Data Governance Specialists etc.</p> <p>Typical Certifications: ERP integration certifications (e.g., SAP Integration Suite, Oracle Integration Cloud) ERP technical certifications (e.g., ABAP for S/4HANA, Oracle PaaS) Cloud platform certifications (Azure/AWS/GCP) Data Migration and Data Governance Specialists: Responsible for data profiling, migration, reconciliation, and governance controls. Typical Certifications: ERP data migration or data services certifications Data governance or data management certifications (e.g., SAP MDG, DAMA/CDMP – preferred)</p> <p>5. Testing and Quality Assurance Test Manager: Defines testing strategy and go-live readiness. These roles are at Junior, intermediate (10 +years of relevant experience) and senior management (15 +years of relevant experience) roles and typically go with the Infosys role titles of QA/Test Analysts and Leads. They have relevant experience in testing the functional module of the ERP application.</p> <p>Typical Certifications: ISTQB Test Manager SAFe® SSM or POPM (where Agile delivery applies) QA / Test Analysts: Execute functional, integration, and user acceptance testing. Typical Certifications: ISTQB Foundation Test automation tool certifications (where applicable)</p> <p>6. Change Management and Training Change Manager: Leads organizational change management and adoption strategy. These roles are at Junior, intermediate (10 +years of relevant experience) and senior management (15 +years of relevant experience) roles and typically go with the Infosys role titles of Training/OCM Lead, Training Analysts, OCM/Change Management Analysts and Leads. They have relevant experience in training and change management.</p> <p>Typical Certifications: Prosci Change Management APMG Change Analyst (optional) Training Lead / Learning Consultant: Designs and delivers role-based training and enablement. Typical Certifications: ERP learning enablement certifications (e.g., SAP Enable Now, Oracle Learning Cloud)</p> <p>7. PMO and Project Controls PMO / Project Controls Specialists: Support governance, reporting, risk, and compliance tracking. These roles are at typically at intermediate (10 +years of relevant experience) and senior management (15 +years of relevant experience) roles and typically go with the Infosys role titles of Project Manager, Project Analysts etc. They have relevant experience in managing and delivering a project.</p> <p>Typical Certifications: PMP (preferred) ITIL v4 Foundation PMO Practitioner certification (optional) Platform Coverage Assurance IPSC maintains certified delivery professionals across multiple ERP platforms, including SAP, Oracle, and Workday. Staffing is aligned to the Member-selected ERP solution, ensuring that each project is delivered by appropriately certified and experienced personnel without vendor bias.</p>
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<p>Explain if and how you use contracted resources or sub-contractors to supplement your workforce.</p>	<p>IPSC primarily delivers ERP implementation services using its in house, full time workforce, ensuring continuity, accountability, and consistent delivery standards across Canoe Member engagements. Sub contractors are used selectively and in a controlled manner to supplement internal capacity where specialized skills or temporary surge support is required.</p> <p>When Sub Contractors Are Used Sub contractors may be engaged in limited circumstances, such as:</p> <ul style="list-style-type: none"> • Niche or highly specialized skills not required on a full time basis • Short term capacity augmentation during peak phases (e.g., testing, data migration) • Regional or jurisdiction specific expertise where appropriate <p>Sub contractors are not used to replace core leadership, governance, or key delivery roles.</p> <p>Governance and Control Model All sub contracted resources operate under IPSC's direct management, governance, and quality controls. IPSC remains fully accountable to Canoe Members for all deliverables, outcomes, and contractual obligations, regardless of whether work is performed by internal staff or subcontractors.</p> <p>Key controls include:</p> <ul style="list-style-type: none"> • Pre qualification and vetting for public sector experience, certifications, and security posture • Mandatory onboarding into IPSC delivery standards, tools, and methodologies • Clear role definitions and reporting lines into IPSC project leadership • Inclusion in IPSC's PMO oversight, QA processes, and performance management <p>Transparency and Member Approval Where subcontractors are proposed, IPSC provides full transparency to the Canoe Member regarding role, scope, and duration. Sub contractors are introduced only with Member awareness and approval, and are governed by the same confidentiality, ethics, and compliance requirements as IPSC employees.</p> <p>Continuity and Risk Management IPSC ensures subcontractor usage does not introduce dependency or continuity risk by:</p> <ul style="list-style-type: none"> • Retaining named IPSC core resources in all key roles • Maintaining documented knowledge repositories and transition artifacts • Applying the same performance monitoring and escalation mechanisms used for internal staff <p>Through this disciplined approach, IPSC can augment capacity when required while preserving delivery stability, accountability, and public sector compliance across all Canoe Member engagements.</p>
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Technical Support

Question	Answer *
<p>Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.</p>	<p>Infosys Public Services Canada (IPSC) provides a structured, ITIL aligned technical support model designed to ensure stable, reliable ERP operations for Canoe Members throughout post go live support and steady state operations. Our model provides a single point of accountability, clearly defined service levels, and seamless coordination with ERP OEMs (e.g., SAP, Oracle, Workday) when platform level issues arise.</p> <p>Support Channels Canoe Members can access technical support through multiple channels to ensure timely issue intake and resolution:</p> <ul style="list-style-type: none"> • 24x7 Service Desk (phone, email, and web portal) • Dedicated incident and request tracking system with real time status visibility • Named service delivery and escalation contacts for each Member engagement • Optional on site or virtual support during critical business periods (e.g., payroll, billing, fiscal close) <p>Hours of Availability • Production critical (P1) incidents: 24x7x365 coverage • Standard operational support: Business hours aligned to Member jurisdiction, with extended hours coverage available for peak cycles • Planned maintenance and release support: Coordinated with Members to avoid critical operational windows</p> <p>Response and Resolution Targets IPSC applies severity based service levels aligned with public sector operational risk:</p> <ul style="list-style-type: none"> • P1 – Critical <ul style="list-style-type: none"> o Example impact: Payroll failure, billing outage, or ERP system unavailable o Target response time: ≤ 15 minutes o Target resolution: Continuous effort until service is restored or an approved workaround is in place • P2 – High <ul style="list-style-type: none"> o Example impact: Major business function degraded; workaround required to continue operations o Target response time: ≤ 1 hour o Target resolution: ≤ 8 business hours • P3 – Medium <ul style="list-style-type: none"> o Example impact: Noncritical function impacted with limited operational disruption o Target response time: ≤ 4 business hours o Target resolution: ≤ 2 business days • P4 – Low <ul style="list-style-type: none"> o Example impact: Minor issue, question, or service request with no operational impact o Target response time: ≤ 1 business day o Target resolution: As scheduled or agreed with the Member <p>Resolution targets are supported by root cause analysis (RCA) and documented corrective actions for recurring or high impact issues.</p> <p>Escalation Paths IPSC uses a clearly defined, time bound escalation model:</p> <ul style="list-style-type: none"> • Level 1 (L1): Service Desk intake, triage, logging, and initial diagnostics • Level 2 (L2): Functional and application specialists (configuration, security, integrations) • Level 3 (L3): Technical architects and senior platform specialists • Executive Escalation: Program Director and Account Leadership for unresolved or high impact issues <p>Escalations are managed through documented procedures, ensuring decisions are evidence based, auditable, and rapidly executed without disruption to Member operations.</p> <p>OEM vs Partner Support Responsibilities IPSC provides singlefront ownership for all support interactions:</p> <ul style="list-style-type: none"> • IPSC manages intake, triage, diagnostics, remediation of configuration/custom code, integrations, performance tuning, and operational support. • ERP OEMs are engaged only for verified standard product defects (e.g., core platform, bugs, cloud service outages). • IPSC coordinates OEM cases end to end, including reproduction, logging, workaround implementation, testing of fixes, and deployment—so Members do not manage multiple vendors. <p>Service Level Commitments for Canoe Members</p> <ul style="list-style-type: none"> • Named service manager and escalation contacts • Monthly service reporting (incident volumes, SLA performance, trends) • Formal RCA for Priority 1 and recurring Priority 2 incidents • Continuous improvement actions tracked through service reviews • Audit ready documentation supporting public sector accountability <p>Benefit to Canoe Members This support model ensures:</p> <ul style="list-style-type: none"> • Rapid stabilization of critical operations such as payroll, billing, and procurement • Clear accountability with no ambiguity between vendor and OEM responsibilities • Predictable service quality aligned with public sector risk tolerance • Reduced operational disruption and faster recovery during critical business cycles

<p>Describe your technical support model, including the distinction between ERP OEM-provided support and partner-provided support. Identify which types of issues are handled directly by your company.</p>	<p>Infosys Public Services Canada (IPSC) operates a single front, dual ownership technical support model that provides Canoe Members with one accountable support partner, while clearly distinguishing between partner provided support and ERP OEM provided support. This model eliminates ambiguity, accelerates resolution, and protects Members from managing multiple vendors during operational incidents.</p> <p>IPSC Support Responsibilities (Handled Directly by IPSC)</p> <p>IPSC is the primary owner of day to day ERP support and operational stability. The following issue types are handled directly by IPSC across Levels 1–3 support:</p> <ul style="list-style-type: none"> · Incident Intake and Triage o Single point of contact for logging, classification, prioritization, and communication · Business impact assessment and severity assignment. <p>Configuration and Functional Issues</p> <ul style="list-style-type: none"> o Errors or misbehavior related to ERP configuration o Chart of accounts, workflows, approvals, security roles, and business rules o Public sector-specific processing (e.g., payroll rules, billing cycles, procurement approvals) · Custom Code and Enhancements o Defects in customer specific extensions, reports, interfaces, or enhancements o Performance tuning and remediation of custom logic · Integrations and Interfaces o Failures or data discrepancies in integrations with third party or legacy systems o Monitoring, reconciliation, and error handling across interfaces (e.g., GIS, payments, payroll) · Operational and Performance Support o Batch job failures, processing delays, and performance degradation o Monitoring, tuning, and stabilization during peak periods (e.g., payroll, billing, fiscal close) · Root Cause Analysis and Preventive Actions o End to end diagnostic ownership o Root cause analysis (RCA) for Priority 1 and recurring Priority 2 incidents o Implementation of corrective and preventive measures <p>ERP OEM Support Responsibilities (Engaged by IPSC)</p> <p>ERP OEMs (e.g., SAP, Oracle, Workday) are engaged only when an issue is validated as a standard product or platform defect. OEM level support typically includes:</p> <ul style="list-style-type: none"> · Core ERP product defects in unmodified standard functionality · SaaS platform availability or infrastructure issues · Kernel, runtime, or database level defects · Issues requiring vendor supplied patches, notes, or hot fixes <p>IPSC does not transfer ownership of incidents to the OEM. Instead, IPSC:</p> <ul style="list-style-type: none"> · Isolates and reproduces the issue · Opens and manages OEM cases · Coordinates testing and deployment of fixes · Implements workarounds to maintain business continuity while OEM remediation is in progress <p>How IPSC and OEM Support Work Together</p> <ul style="list-style-type: none"> · IPSC retains end to end accountability from incident intake to resolution · OEM engagement is transparent to Canoe Members, with progress updates provided through IPSC · Members do not manage multiple tickets, vendors, or escalation paths <p>All fixes—whether partner or OEM provided—are validated in Member environments before closure</p> <p>Benefit to Canoe Members</p> <p>This support model ensures:</p> <ul style="list-style-type: none"> · Clear ownership with no ambiguity between partner and OEM responsibilities · Faster resolution through direct IPSC control of triage and remediation · Reduced operational risk during payroll, billing, and procurement cycles · Predictable, audit ready support aligned with public sector accountability expectations.
<p>Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.</p>	<p>Infosys Public Services Canada (IPSC) applies a single front, clearly governed support model in which IPSC retains end to end accountability for issue management, while ERP OEMs (e.g., SAP, Oracle, Workday) are engaged solely for verified platform level defects. This model ensures rapid triage, effective root cause analysis, and uninterrupted operational support for Canoe Members without requiring them to manage multiple vendors.</p> <p>Issue Triage and Initial Diagnosis (IPSC Responsibility)</p> <p>All support requests are first handled directly by IPSC through its ITIL aligned Service Desk and application support teams. IPSC is responsible for:</p> <ul style="list-style-type: none"> · Intake, logging, categorization, and prioritization of incidents · Business impact assessment and severity assignment · Immediate stabilization actions where required · Initial technical investigation across configuration, data, custom code, integrations, and operational processes <p>This ensures fast containment of issues and prevents premature or unnecessary escalation to ERP OEMs.</p> <p>Root Cause Analysis (Primary IPSC Responsibility)</p> <p>IPSC leads root cause analysis (RCA) for all incidents, including Priority 1 and recurring Priority 2 issues. RCA activities performed by IPSC include:</p> <ul style="list-style-type: none"> · Analysis of ERP configuration, workflow logic, and security roles · Review of custom reports, enhancements, and extensions · Investigation of interfaces, data flows, and reconciliation failures · Assessment of batch jobs, performance bottlenecks, and operational scheduling · Identification of whether the issue is customer specific or attributable to standard ERP platform behavior <p>Corrective and preventive actions are documented, approved, and executed by IPSC to reduce recurrence and long term operational risk.</p> <p>Platform Level and Standard Product Defects (ERP OEM Responsibility, Managed by IPSC)</p> <p>ERP OEMs are engaged only when IPSC confirms that an issue is a standard product or platform defect, such as:</p> <ul style="list-style-type: none"> · Errors in unmodified, out of the box ERP functionality · SaaS platform availability or infrastructure issues · Database, kernel, or runtime defects · Issues requiring vendor supplied patches, notes, or hot fixes <p>In such cases, IPSC does not transfer ownership of the issue to the OEM. Instead, IPSC:</p> <ul style="list-style-type: none"> · Isolates and reproduces the defect with supporting evidence · Opens and manages the OEM support case · Coordinates technical analysis, patch delivery, and resolution timelines · Implements and validates workarounds where required to maintain business continuity · Tests and deploys OEM fixes in accordance with Member change and release controls <p>Ongoing Accountability and Member Experience</p> <p>Throughout the incident lifecycle:</p> <ul style="list-style-type: none"> · IPSC remains the single point of contact for Canoe Members · Communication, status updates, and resolution tracking are owned by IPSC · Members are not required to interact directly with ERP OEMs · All resolutions—whether IPSC or OEM delivered—are validated before closure. <p>Benefit to Canoe Members</p> <p>This division of responsibilities:</p> <ul style="list-style-type: none"> · Eliminates ambiguity over "who owns the issue" · Accelerates resolution through IPSC led triage and RCA · Reduces operational disruption during payroll, billing, and procurement cycles · Ensures audit ready, transparent support aligned with public sector accountability expectations

<p>Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.</p>	<p>Infosys Public Services Canada (IPSC) integrates technical support directly into the ERP OEM update and release lifecycle to ensure predictable system behavior, minimal disruption to Member operations, and controlled adoption of vendor changes. Our approach emphasizes early visibility of OEM releases, proactive impact assessment, structured regression support, and schedule stability aligned to public sector operating cycles.</p> <p>Communication of Upcoming OEM Releases</p> <p>IPSC actively monitors and manages ERP OEM release communications (e.g., SAP quarterly cloud releases, Oracle monthly updates, Workday feature releases) through designated platform leads within our support organization. For Canoe Members, IPSC:</p> <ul style="list-style-type: none"> · Tracks OEM release notices, roadmaps, and release calendars · Translates vendor release information into Member relevant impact summaries · Communicates upcoming changes in advance, highlighting: <ul style="list-style-type: none"> o Functional changes o Security or compliance impacts o Potential effects on integrations, reports, or custom objects o Coordinates release timing discussions with Members to align with blackout periods such as payroll runs, billing cycles, fiscal close, or council reporting timelines <p>This ensures Members receive actionable, plain language updates rather than raw vendor communications.</p> <p>Release Impact Assessment and Change Control</p> <p>Before any OEM update is applied, IPSC conducts a structured release impact assessment, including:</p> <ul style="list-style-type: none"> · Review of configured business processes, custom code, and integrations · Identification of areas requiring regression testing · Assessment of risk to critical public sector functions (e.g., payroll, billing, procurement workflows) · Recommendation of mitigation actions or deferral where permitted by the OEM <p>All release impacts and recommendations are reviewed through established governance and change control processes, ensuring Members maintain visibility and control over timing and risk.</p> <p>Regression Testing and Issue Support</p> <p>IPSC provides structured support for regression risks introduced by OEM updates:</p> <ul style="list-style-type: none"> · Executes targeted regression testing in non production environments focused on high risk and Member critical processes · Leverages standardized public sector test scripts and reusable scenarios to improve coverage and efficiency · Leads diagnosis and remediation for regression issues related to: <ul style="list-style-type: none"> o Configuration o Custom enhancements o Integrations · Escalates and manages OEM defects when regression issues are confirmed as standard product defects, while implementing interim workarounds to protect operations <p>This approach ensures Members are shielded from regression impacts without needing direct OEM engagement.</p> <p>Schedule Stability and Operational Protection</p> <p>Recognizing the sensitivity of public sector operations, IPSC prioritizes schedule stability by:</p> <ul style="list-style-type: none"> · Coordinating OEM updates around Member defined blackout windows <p>Sequencing releases to avoid peak operational periods</p> <ul style="list-style-type: none"> · Ensuring releases are not introduced into production without validated readiness · Maintaining rollback and contingency plans for high risk changes <p>Technical support remains on heightened standby during post release periods to rapidly address any emerging issues.</p> <p>End to End Accountability</p> <p>Throughout the OEM update lifecycle:</p> <ul style="list-style-type: none"> · IPSC remains the single point of accountability for release readiness, execution, and issue resolution · Members do not manage multiple vendors or support channels · All release related incidents, mitigations, and outcomes are documented and auditable · Lessons learned are incorporated into future release planning and testing cycles <p>Benefit to Canoe Members</p> <p>This integrated support and release approach ensures:</p> <ul style="list-style-type: none"> · Predictable ERP behavior despite frequent OEM update cycles · Reduced risk of post release disruptions to critical public sector services · Clear visibility and control over when and how vendor updates affect operations · Audit ready governance aligned with public sector accountability expectations
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Risk identification and mitigation plan

The purpose is to show subject-matter expertise through clear identification and management of material risks ahead of time. Listing risks with high likelihood or high impact before mitigation will not reflect negatively on the Proponent. In fact, demonstrating a thorough understanding of ERP implementation risks and their management will show depth of expertise and practical experience. Proponents should use judgment and focus only on material risks that require specialized knowledge of ERP implementations.

Generic risk frameworks or methodologies, including general project risk management, transfer of risk to client via change order will not demonstrate specialized knowledge and will score poorly. Identified risks must relate directly to ERP implementation and be detailed enough to show validity and relevance. The Proponent must explain how mitigation measures avoided or minimized negative impacts on project outcomes.

Proponents should emphasize risk and issue avoidance or mitigation tactics that helped manage budget, schedule, and scope effectively without defacto transferring the risk to client.

Risk Description *	Proposed mitigation *	How this reduces deviation on project and impact on Member. *
Business Involvement: Insufficient engagement from business users during requirements and design can result in incorrect assumptions, misaligned configurations, and significant rework later in the project.	We will establish a comprehensive Business Engagement Plan that clearly outlines the Member's roles, time commitments, and key participation points throughout the project. Structured design workshops will be scheduled and facilitated by experienced public sector functional leads to ensure accurate requirements gathering and solution alignment. To further validate understanding, we will incorporate visual prototypes, process maps, and early demonstrations into the design process. Super Users and Process Owners from the Member organization will be assigned early so they can actively participate in design, testing, and final solution validation. In addition, we will maintain a detailed requirements traceability matrix to ensure every business need is consistently reflected in the configured solution.	This mitigation approach ensures that the final solution accurately reflects real Member business processes, which significantly reduces the risk of costly rework later in the project. It also accelerates decision making by establishing clear ownership and eliminating bottlenecks that often arise from unclear responsibilities. By involving staff directly in the design and validation activities, user adoption increases because employees feel represented in the solution being built. Finally, validating workflows early in the project reduces the likelihood of operational issues after go live, enabling smoother transitions and protecting Member service continuity.
Adherence to Standard Solutions: Customizations or deviations from ERP standard functionality introduce technical debt, increase project duration, and create long term maintenance issues for Members.	We will adopt a configuration first design philosophy that prioritizes industry best practices and leverages pre configured public sector templates to minimize unnecessary customization. To govern any exceptions, we will establish a Design Authority Board (DAB) responsible for reviewing and approving all customization requests. Every proposed deviation will undergo a structured impact assessment that evaluates its cost, associated risks, long term support implications, and potential upgrade impacts. We will also educate Member stakeholders on the advantages of standardization and the long term costs and operational risks associated with customizations. Wherever possible, we will use out of the box workflows and reporting capabilities to maintain simplicity, consistency, and supportability.	This approach shortens design, build, and testing cycles by reducing the reliance on custom development and ensuring that most solution components remain standard. It also lowers upgrade complexity and significantly reduces the long term cost of ownership for Members by minimizing technical debt. In addition, maintaining a standardized solution improves overall system stability, reducing the likelihood of unexpected defects and support incidents after go live. By keeping customization under tight control, the project maintains more predictable delivery timelines and protects Member budgets from cost overruns driven by unnecessary or high impact changes.
Data Conversion Challenges: Legacy public-sector systems often contain incomplete, inconsistent, or duplicated data. Poor data readiness can result in failed migrations, incorrect financials, payroll issues, or billing errors.	To address this, the project treats data preparation as a separate track, with early assessments and focused attention at the start of the project. We will begin by conducting early data profiling to identify data quality issues, gaps, and cleansing requirements before configuration progresses too far. A structured data governance framework will be established, assigning Member data owners and clearly defining cleansing responsibilities to ensure accountability. To validate readiness and reduce risk, we will execute multiple mock conversion cycles that include full reconciliation procedures for key data domains such as the chart of accounts, suppliers, employees, tax rolls, utility customers, and asset records. Data validation scripts and automated quality checks will be used throughout these cycles to detect issues early and prevent last minute surprises. In addition, we will provide Members with standardized data templates, cleansing tools, and clear guidance to simplify preparation and accelerate data readiness activities.	This approach prevents data related delays, which are among the most common causes of ERP schedule slippage, by identifying and resolving issues early in the project. It ensures that payroll, taxation, utility billing, vendor payments, and financial reporting function accurately from day one, reducing operational risks for Members. Clean, validated data also increases Member confidence during go live because it leads to fewer defects and a smoother transition. Finally, by addressing data issues upfront, the remediation workload during hypercare is significantly reduced, allowing the project to stabilize more quickly and minimizing disruption to Member operations.
Complex Integrations Across Municipal Systems: GIS, utilities, assessment, permitting, and payment gateways introduce integration challenges that create operational risk.	We perform early integration discovery, use standardized API patterns, and implement robust error handling and reconciliation processes.	Reduces system downtime, prevents revenue impacting failures, and keeps the implementation on schedule.
5a. Over-Customization of ERP Solutions: Excessive customization increases project duration, cost, and future support complexity. 6a. Insufficient Testing of Critical Scenarios Public sector scenarios—unionized payrolls, tax calculations, meter billing, procurement approvals—require rigorous testing. 7a. Lack of Cutover Readiness and Hypercare Planning: Poorly executed cutover can disrupt payroll, billing, procurement, and public facing services. 8a. Scope Creep from Legislative or Policy Changes: Public entities frequently encounter new legislative or reporting requirements mid-project. 9a. Third Party or OEM Dependency Delays: Delays in environment provisioning, system access, or vendor approvals can stall projects. 10a. Performance & Scalability Issues: High-volume public-sector workloads (tax billing cycles, utility billing, payroll runs) risk performance bottlenecks. 11a. Unclear or Incomplete Business Requirements: Public-sector organizations often rely on legacy systems and informal business processes, creating risk of misaligned configuration and costly redesigns. 12a. User Adoption and Change Resistance: Staff may resist new processes, especially where organizational culture is deeply entrenched.	5b. We adopt a configuration first principle, enforce design standards, and route all exceptions through a Design Authority. 6b. We execute structured SIT, UAT, regression cycles, payroll parallel runs, and high-volume simulations. 7b. We deliver a detailed cutover playbook, conduct rehearsals, define go/no-go parameters, and assign a dedicated Hyper Care team. 8b. We maintain structured change control, conduct impact assessments, and use phased adoption to manage new requirements. 9b. We establish joint governance, escalation paths, and dependency calendars with OEMs and third-party vendors. 10b. Conduct performance testing, optimize batch windows, and monitor load profiles during HyperCare. 11b. We conduct structured requirements workshops, cross functional fit gap analysis, and maintain a requirements traceability matrix. Each design decision goes through formal signoff. 12b. We deploy a bilingual (EN/FR) change management program with stakeholder mapping, readiness assessments, communications, and targeted training.	5c. Reduces long term cost of ownership, improves upgradeability, and minimizes regression defects. 6c. Prevents post-go-live failures affecting payroll, vendor payments, billing, and financial close. 7c. Minimizes downtime, ensures reliable day one operations, and protects service continuity for residents and stakeholders. 8c. Prevents uncontrolled budget/timeline growth while ensuring compliance needs are addressed responsibly. 9c. Keeps critical path milestones intact and minimizes idle project periods. 10c. Protects end user productivity and Member service levels, especially during peak periods. 11c. This rigor avoids mid-project redesigns, reduces scope churn, and ensures the ERP solution matches Member operations from the start. 12c. Boosts user confidence, reduces early stage errors, and accelerates realization of ERP benefits for Members.

Situational questions

Many Canadian public entities face a common challenge. They must modernize aging, highly customized ERP systems while maintaining operational stability, protecting sensitive data, working within limited budgets and managing significant organizational change. For example, many municipal systems are approaching end of life, including Dynamics GP. They also face staffing shortages, limited consulting capacity, complex integrations, and pressures to adopt cloud, SaaS, and emerging technologies without disrupting essential services.

Using this scenario, describe how your team would lead a public sector entity through this modernization challenge. Avoid using marketing material in your response.

Question	Answer *
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<p>Describe how the project team would plan and manage the transition from an on-premise or hybrid architecture to a modern cloud or SaaS platform.</p>	<p>Infosys Public Service Canada (IPSC) positions itself as a strategic advisory partner that brings structure, clarity, and risk-focused expertise to complex transformations. We assess technology landscapes, identify gaps, and define modernization paths using evidence-driven methods. Our recommendations, roadmaps, and governance models help organizations reduce risk, improve resilience, and accelerate business outcomes. Our phase-wise plan and delivery along with artifacts help the progress with visibility throughout the lifecycle.</p> <ol style="list-style-type: none"> Mobilize & Frame Week 0–1 <ul style="list-style-type: none"> Objectives & Scope Stakeholder Alignment Operating Model Kickoff to confirm business goals, success criteria, scope boundaries, compliance constraints, and non-negotiables. Identify stakeholders across business, product, SMEs, security, compliance, infra, support. Define cadence, RACI, comms channels, decision rights, repositories. Assessment Plan Discovery & Inventory Week 1–2 <ul style="list-style-type: none"> System Landscape Customizations Integrations Data Domains Deep Dive Analysis Week 2–4 <ul style="list-style-type: none"> Customizations Integrations Data Quality Security, Compliance & Ops Risk & Readiness Assessment Week 4–5 <ul style="list-style-type: none"> Create risk register with likelihood/impact scoring and mitigations. Build technical debt maps with priorities and quick wins. Assess migration/implementation readiness (dependencies, environments, test data, cutover complexity). Recommendations & Roadmap Week 5–6 <ul style="list-style-type: none"> Define target-state options (keep/modernize/retire/standardize). Design phased waves with entry/exit criteria and rollback paths. Build business cases with effort, benefits, risks, KPIs (reliability, performance, DQ). Tooling & Collaboration (Cross-Cutting) Continuous <ul style="list-style-type: none"> Automation Observability Evidence Traceability Maintain centralized workspace for evidence, decisions, and RAID updates. Tool outputs integrated into assessment repository
<p>Describe how the project team would support data cleaning, migration, and integration with other systems.</p>	<p>Infosys Public Service Canada (IPSC) presents itself as a trusted advisory partner providing structured, risk-aware modernization and transition guidance. We emphasize governance, compliance, and transparency while delivering secure, scalable cloud and SaaS transformation support. Our methodology aligns with departmental objectives, reduces operational risk, and ensures predictable, accountable outcomes across complex public-sector environments.</p> <ol style="list-style-type: none"> Transition Mobilization & Strategy Alignment <p>Establish governance, confirm scope, and align modernization goals with departmental strategic objectives.</p> <ol style="list-style-type: none"> Current-State Assessment & Gap Analysis: <ul style="list-style-type: none"> Understand existing environments, identify modernization barriers, and assess readiness for cloud adoption. Cloud Target-State Architecture & Roadmap <ul style="list-style-type: none"> Define compliant, scalable, secure target-state aligned with cloud/SaaS best practices and GoC standards. Transition Execution Planning <ul style="list-style-type: none"> Build detailed execution plans ensuring quality, compliance, readiness, and controlled migration Organizational Change, Training & Adoption <ul style="list-style-type: none"> Prepare business and IT teams for cloud-native operations and minimize disruption Go Live, Hypercare & Transition to Operations <ul style="list-style-type: none"> Ensure controlled migration, operational stability, and successful transition to steady-state support
<p>Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.</p>	<p>Infosys Public Service Canada (IPSC) provides a structured, tool-enabled, and risk-aware data migration methodology designed for secure, compliant, and business-ready outcomes. Our approach ensures high-quality data through rigorous governance, profiling, cleansing, integration, and controlled cutover activities, minimizing disruption while enabling a seamless transition to the target platform across complex public-sector environments. Our phase-wise plan and delivery along with artifacts help the progress with visibility throughout the lifecycle.</p> <ol style="list-style-type: none"> Data Strategy, Governance & Mobilization: Establish a compliant, enterprise-aligned data governance structure and prepare the program for controlled execution. Data Discovery, Profiling & Assessment: Assess the integrity, structure, quality, and readiness of all legacy data sources Data Cleansing & Standardization: Improve data integrity and consistency before migration to reduce defects and operational risk Data Migration Planning & Execution: Execute secure, controlled, and repeatable migration cycles aligned with project milestones. Integration with Other Systems: Ensure seamless, secure, and accurate data flow across the enterprise ecosystem Cutover, Hypercare & Handover: Execute final migration, stabilize operations, and transition into steady-state support
<p>Describe how the project team would approach organizational change management to support user adoption.</p>	<p>Infosys Public Service Canada (IPSC) delivers a secure-by-design, Zero Trust transition that protects mission outcomes while accelerating value. Our NIST-aligned, privacy-by-default methodology embeds compliance, automation, and measurable KPIs into every workstream—governance to hypercare. We achieve rapid ATO, reduce residual risk, and execute on time and budget with transparent reporting, auditable controls, and accountable results.</p> <ol style="list-style-type: none"> IPSC Differentiator: Public sector transition experience <p>What It Means for the Canoe: Proven delivery in regulated environments with auditable outcomes.</p> <ol style="list-style-type: none"> IPSC Differentiator: Automation first compliance <p>What It Means for the Canoe: Faster evidence generation; reduced audit overhead; sustained ATO.</p> <ol style="list-style-type: none"> IPSC Differentiator: Security and privacy by design <p>What It Means for the Canoe: Lower residual risk without slowing delivery.</p> <ol style="list-style-type: none"> IPSC Differentiator: Partnership culture <p>What It Means for the Canoe: Transparent governance, measurable KPIs, predictable results.</p>
<p>Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.</p>	<p>Infosys Public Service Canada (IPSC) delivers a disciplined, public-sector-ready OCM approach that drives confident user adoption across complex procurement ecosystems. Our strategy blends evidence-based change frameworks, bilingual communications, role-based training, and governance-aligned engagement to ensure stakeholders are prepared, supported, and empowered—enabling sustainable modernization and measurable transformation outcomes for the Agency. Our OCM phase wise approach supports the user adoption through varied objectives</p> <ol style="list-style-type: none"> To establish a structured OCM strategy aligned with regulatory, operational, and modernization priorities of a central procurement agency. To create a coordinated, multi-level change governance model to support enterprise-wide adoption. To Ensure clear, inclusive, EN/FR communication that builds trust and reduces uncertainty. To build user competence and confidence through structured, persona-based learning. To identify and manage process, role, and policy impacts to ensure readiness for new procurement workflows. To Track adoption, resolve early issues, and stabilize operations after go live. To ensure long term adoption and capability retention across the agency. To adopt and modernize aligned with GC values.
<p>Describe how the project team would manage competing demands on internal staff and limited resourcing.</p>	<p>Infosys Public Service Canada (IPSC) as an Advisory and Implementation Partner recognizes that Canoe being central procurement agencies in the public sector often face significant constraints in terms of internal staffing capacity, competing operational priorities, and limited availability of subject matter experts. Our approach is designed to minimize impact on daily operations while ensuring accurate inputs, timely decisions, and sustainable progress throughout the transformation.</p> <ol style="list-style-type: none"> Resource-Light Delivery Model <ul style="list-style-type: none"> IPSC Approach: Define clear RACI, decision rights, and minimal required touchpoints; IPSC team delivers most analysis, documentation, and solution work. Expected Outcome for the Canoe: Reduced burden on internal resources; staff focus on validation and decision-making rather than day-to-day project execution. Predictable Engagement Cadence <ul style="list-style-type: none"> IPSC Approach: Publish engagement calendar early; time-boxed workshops; consolidated review cycles; rotational participation as needed. Expected Outcome for the Canoe: Staff can balance operational duties and project work without interruption to procurement operations. IPSC Surge Capacity <ul style="list-style-type: none"> IPSC Approach: Provide additional SMEs, analysts, and advisors during peak workload periods; adjust team size dynamically. Expected Outcome for the Canoe: Consistent progress even when internal staff availability is constrained; avoids schedule delays. Prioritization Framework <ul style="list-style-type: none"> IPSC Approach: Apply structured priority scoring based on criticality, risk, dependencies, and staff bandwidth. Expected Outcome for the Canoe: Ensures internal resources are engaged at the right time on high-value activities only. Digital & Asynchronous Collaboration <ul style="list-style-type: none"> IPSC Approach: Use digital workspaces, guided questionnaires, pre-read packages, and asynchronous review options. Expected Outcome for the Canoe: Less time spent in meetings; more flexibility for staff to contribute to their schedule. Governance & Escalation <ul style="list-style-type: none"> IPSC Approach: Establish Steering Committee, Working Groups, and rapid escalation paths; reduce repeat cycles and decision bottlenecks. Expected Outcome for the Canoe: Faster decisions with fewer meetings; competing demands handled via clear escalation channels. Progressive Knowledge Transfer <ul style="list-style-type: none"> IPSC Approach: Phased, bite-sized knowledge transfer; shadowing and reverse-shadowing; comprehensive documentation. Expected Outcome for the Canoe: Builds internal capability without requiring heavy time commitment; smooth transition to operations. Protection of Operational Continuity <ul style="list-style-type: none"> IPSC Approach: Schedule around peak procurement cycles; minimize reliance on critical functions; avoid disruptions to ongoing procurements. Expected Outcome for the Canoe: Agency can maintain service continuity and fulfill statutory and operational mandates. IPS Assets & Accelerators <ul style="list-style-type: none"> IPSC Approach: Use IPSC templates, accelerators, and best practices to shorten analysis, design, and validation cycles. Expected Outcome for the Canoe: Reduced internal staff involvement and faster delivery without compromising quality.

<p>Describe how the project team would control costs, timelines, and risks while maintaining essential operations.</p>	<p>Infosys Public Service Canada (IPSC) applies a disciplined, transparent, and public sector aligned delivery model that ensures strong cost control, schedule adherence, and proactive risk management—while fully protecting the continuity of essential procurement operations. Our approach blends proven methodologies, rigorous governance, and practical execution techniques customized for a central procurement agency like Canoe.</p> <p>Evaluation Dimension listed below along with the respective Measurable Outcomes and Key Artifacts / Controls help IPSC achieve the goal for a smooth procurement End to End process flow.</p> <ol style="list-style-type: none"> 1. Understanding of Context: Recognize mission-critical nature of central procurement operations; align delivery to fiscal cycles, tender waves, and statutory milestones. Minimal disruption to procurements; planned project activities avoid peak periods. Operational calendar, blackout window register. 2. Cost Control & Transparency: Establish baseline budget and effort model; monthly budget-to-actuals; forecast for next 8–12 weeks; strict scope control and CR governance. $\leq \pm 5\text{--}10\%$ variance to baseline; predictable spend; informed trade-off decisions. Cost baseline, financial dashboard, Change Request (CR) log, benefits tracker. 3. Schedule Discipline: Phased, milestone-driven plan; short work packages; critical path tracking; earned value indicators (EV, SPI). On-time delivery; early detection of slippage; controlled milestone gates. Integrated Master Schedule (IMS), milestone acceptance criteria, and schedule performance reports. 4. Risk & Dependency Management: Proactive risk register with severity/likelihood; dependency map across programs and vendors; time-bound mitigation and escalation. Reduced issue of spillover; high-risk items mitigated before impacting schedule/cost. Risk & Issues log, dependency register, mitigation playbooks, RAID reviews. 5. Operational Continuity: Resource-light approach; IPSC performs heavy lift; activities scheduled around operational surges; asynchronous reviews to reduce meeting burden. Zero interruption to critical procurements; reduced SME time by 40–60%. Engagement calendar, role-based touchpoint plan, asynchronous review kit. 6. Governance & Decision Velocity: Steering Committee for scope/cost decisions; weekly PMO cadence; defined SLAs for decisions (e.g., 48–72 hours); clear escalation paths. Faster resolution; fewer rework cycles; controlled variance. RACI, decision matrix, governance charter, escalation ladder. 7. Quality Assurance & Acceptance Defined acceptance criteria per deliverable; independent QA reviews; stage gates tied to quality outcomes, not just dates. Fewer defects and rework; higher first-pass acceptance. QA plan, review checklists, stage-gate outcomes, traceability matrix. 8. Resource & Capacity Planning Right-sized, senior-led team; surge capacity for peaks; rotational participation options for client SMEs. Maintained velocity without overloading client teams; fewer schedule risks. Resource plan, surge roster, SME bandwidth tracker. 9. Standardization & Accelerators Use IPSC accelerators for process mapping, OCM, training, and reporting; reusable templates to shorten cycles. Reduced effort and cost; shortened time-to-value; consistent deliverable quality Template library, accelerator catalog, automation-enabled dashboards. 10. Performance Monitoring & KPIs Weekly dashboards covering cost, schedule, risk, and adoption; leading indicators (readiness, sentiment, defect leakage). Data-driven decisions; timely course corrections. KPI dashboard, EV metrics (CPI/SPI), adoption & readiness scorecards. 11. Change Control & Scope Discipline Strict baselines; CR impact assessed on cost/schedule/resources; governance approval before execution. Prevents scope creep; preserves budget and timeline integrity. Scope baseline, CR templates, impact assessments, CR log. 12. Contingency & Re-sequencing Pre-planned contingencies for high-risk activities; re-sequence tasks to bypass blockers; parallelize where feasible. Maintain momentum despite external constraints. Contingency plan, alternate sequencing map, parallel workstream plan. 13. Knowledge Transfer & Sustainability Progressive KT embedded in phases; job aids and runbooks; handover checkpoints to minimize post-go-live risk. Stable operations post implementation; reduced reliance on external support. KT plan, runbooks, support model, hypercare exit criteria.
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<p>Situation: A Member is transitioning to a new ERP system. This includes the Finance module.</p> <p>Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include: -which component of the Finance module should go first, second and third etc; -why are you recommending this order?</p> <p>Do not state that the sequence: "depends on the client".</p>	<p>IPSC proposes a structured and proven approach for transitioning the Finance module during ERP implementation. Our methodology prioritizes stability, accuracy, and seamless adoption by sequencing Finance components in a way that builds a strong foundation before enabling high-volume operational processes and advanced reporting.</p> <p>A successful Finance module transition requires implementing components in a logical, dependency-driven sequence. IPSC's recommended order begins with establishing a solid accounting foundation, then enabling cash movement, followed by core transaction processing, regulatory compliance, and long-term asset management. We conclude with budgeting and reporting to ensure that financial insights are generated only after stable, validated data flows are in place. This structured progression minimizes rework, reduces risk, and ensures a streamlined go-live experience.</p> <p>Ideal Implementation Sequence for Finance Module Components</p> <p>1. Chart of Accounts (CoA) Why first? <ul style="list-style-type: none"> The Chart of Accounts is the backbone of the Finance module. Every financial transaction—invoice posting, expense management, asset accounting—relies on a stable and well-designed CoA. A strong CoA ensures consistent reporting, accurate financial classifications, and smooth integration across all Finance sub-modules. </p> <p>2. General Ledger (GL) Why next? With the CoA established, the GL becomes the core accounting engine.</p> <p>GL configuration includes: <ul style="list-style-type: none"> fiscal calendars posting rules financial dimensions journal types These elements must be operational before sub-modules like AP, AR, and Fixed Assets can post transactions reliably.</p> <p>3. Banking & Cash Management Why here? Banking structures must be in place early because: <ul style="list-style-type: none"> most Finance processes rely on payment mechanisms AP and AR processes cannot be tested without bank setup cash-flow reporting depends on accurate bank configurations This ensures smooth execution of payment runs, receipts, and reconciliations.</p> <p>4. Accounts Payable (AP) Why after banking? AP relies on the CoA and GL for correct posting and depends on banking for payments. Implementing AP at this stage enables testing of: <ul style="list-style-type: none"> vendor setup purchase invoice lifecycle approval workflows payment processing Because AP generates high transaction volume, establishing it after the financial foundation ensures stability.</p> <p>5. Accounts Receivable (AR) Why after AP? AR mirrors AP in its dependencies and workflows. Doing AP first streamlines AR configuration and testing. Placing AR here ensures: <ul style="list-style-type: none"> learnings from AP setup are applied billing and receipt posting work correctly GL and banking postings are already validated </p> <p>6. Tax Configuration Why here? Tax configurations rely on completed GL, AP, and AR setups. Implementing tax too early may cause rework because: <ul style="list-style-type: none"> tax posting requires correct GL mappings AP and AR workflows must be validated before confirming tax rules Placing taxes here ensure calculations are tested using real financial flows.</p> <p>7. Fixed Assets Why after core sub-ledgers and tax? Fixed Assets depends on: <ul style="list-style-type: none"> GL posting profiles AP (if assets are acquired through vendor invoices or PO processes) tax configurations for depreciation or valuation rules This timing supports: <ul style="list-style-type: none"> streamlined migration of opening balances accurate depreciation runs complete asset lifecycle testing </p> <p>8. Budgeting (If in Scope) Why later in the sequence? Budgeting requires: <ul style="list-style-type: none"> a finalized CoA configured GL data patterns from AP/AR activities This placement ensures budgets are realistic and tied to validated financial structures.</p> <p>9. Financial Reporting Tools (BI, Dashboards, Management Reports) Why last? Reports should only be developed once transactional data is reliable. Implementing reporting at the end ensures: <ul style="list-style-type: none"> accurate data mappings meaningful metrics dashboards aligned with final processes consistent executive-level visibility </p>
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Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	If successful, Infosys Public Service Canada (IPSC) will implement a structured, stakeholder-specific engagement and marketing strategy designed to drive awareness, adoption, and effective utilization of the Canoe contract across Canada. Canoe Members (Public Sector & Not-for-Profit): Our primary focus will be education and ease of access. IPSC will deliver co-branded webinars, concise "how-to-use the contract" guides, and targeted briefings focused on ERP modernization, legacy replacement, and value realization. We will offer early-stage discovery sessions to help Members clarify needs, understand options across Oracle, SAP, and Microsoft, and confidently initiate engagements using the Canoe contract. Member Decision-Makers and Influencers (CAO/CFO/CIO/Procurement): We will provide executive-level messaging that clearly articulates procurement efficiency, pricing transparency, risk mitigation, and governance benefits enabled by the Canoe agreement. IPSC will support Members with business-case templates, implementation roadmaps, and adoption planning insights to support internal approvals. Internal Sales and Alliance Stakeholders: IPSC will align internal account teams and ERP alliance partners around a consistent Canoe value proposition, ensuring neutral, needs-based recommendations and consistent contract positioning nationwide. A dedicated Program Lead will oversee execution, ensure alignment with Canoe objectives, and participate in quarterly reviews to continuously refine engagement effectiveness.
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	IPSC views Canoe as a trusted program steward and connector whose role is essential in demonstrating and reinforcing contract value. We expect Canoe to support adoption by promoting the agreement to Members, enabling co-branded education activities, facilitating introductions where appropriate, and providing ongoing governance through program reviews. Canoe's visibility, credibility, and relationship with Members significantly strengthens confidence in group purchasing. IPSC will complement this by delivering responsive service, measurable value, and a consistently positive Member experience.
3	Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.	IPSC will deploy a formal enablement program to ensure our sales teams consistently and correctly position the Canoe contract. Training will cover: <ul style="list-style-type: none"> Canoe program fundamentals and eligible Member usage Value of group purchasing in public sector procurement Compliance, reporting, and administrative requirements Positioning ERP advisory vs. implementation services Platform-neutral solution qualification (Oracle, SAP, Microsoft) Cadence: <ul style="list-style-type: none"> Initial virtual bootcamp within 60 days of award Monthly refresh sessions for first six months, then quarterly Ongoing deal-coaching office hours Completion will be tracked, and standardized playbooks and checklists will be mandatory for all Canoe-related opportunities.
4	Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.	Start-Up (First 45 Days): <ul style="list-style-type: none"> Assign Program Lead and escalation path Establish reporting, compliance, and governance processes Launch co-branded marketing assets and education schedule Complete internal enablement Ongoing Management: <ul style="list-style-type: none"> Monthly tracking of contract usage and reporting accuracy Quarterly reviews with Canoe covering pipeline, utilization, feedback, and improvement actions Annual business review focused on outcomes, value delivered, and future priorities This approach ensures sustained contract visibility, compliance, and continuous improvement.
5	How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?	IPSC will monitor adoption using a combination of leading and lagging indicators, including: <ul style="list-style-type: none"> Number of Canoe Member inquiries and qualified opportunities Pipeline value and conversion rates Time from initial engagement to statement of work or purchase order Correct contract usage and reporting accuracy Training completion and sales enablement effectiveness Dashboards will be reviewed monthly, with corrective actions taken as needed.
6	Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)	IPSC is committed to active participation in Canoe member engagement activities. We will attend and/or sponsor key national and regional events annually and contribute educational sessions focused on ERP modernization, governance, risk management, and change adoption. Our participation will prioritize knowledge sharing and Member value rather than product marketing, aligned with Canoe's collaborative approach.
7	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	IPSC has long-standing engagement across Canadian public sector ecosystems, including municipalities, broader public sector organizations, and technology alliance communities. These relationships enable us to effectively promote awareness of the Canoe contract and reinforce cooperative purchasing as a best practice. Through continued participation in public sector forums, digital government initiatives, and ERP alliance ecosystems, IPSC will extend Canoe contract visibility while maintaining a Member-first, outcomes-focused approach. Note: we will list specific named partnerships/associations in our final submission based on IPSC's current memberships, sponsorships, and alliance agreements to ensure accuracy and auditability.

Sales network

Question	Response *
Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas. a. Sales force. Please include details, such as the locations of your network of sales.	Infosys Public Service Canada (IPSC) has the capability to support CANOE Members across Canada, leveraging a scalable national sales model combined with deep public sector ERP expertise. Our approach ensures Members receive consistent service quality while accommodating regional procurement practices and Member-specific requirements. a. Sales Force and Geographic Coverage IPSC operates a pan-Canadian sales model supported by dedicated public sector account executives and solution leaders with experience serving municipalities, broader public sector, and not-for-profit organizations. Ontario: Sales coverage supporting municipal, provincial, health, education, and broader public sector entities, with strong familiarity in large and mid-size ERP transformation programs. Western Canada (British Columbia, Alberta, Prairies): Regional sales resources experienced in municipal and Indigenous public sector environments, including ERP modernization and legacy system replacement. Eastern Canada & Atlantic: Sales coverage supported through regional account leads and virtual engagement, ensuring accessibility for smaller and remote Members. National Coverage: Central coordination for Members operating across multiple jurisdictions or requiring consistent national delivery. Sales teams are supported by ERP solution specialists and delivery leaders to ensure early alignment on scope, feasibility, and Member expectations. This structure allows IPSC to scale quickly and respond effectively to demand across all regions where CANOE Members operate.
Describe your how you manage government sales. Include details on the sales force and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.	Infosys Public Service Canada (IPSC) manages government sales through a disciplined, compliance-driven public sector sales framework designed to align with group procurement programs such as CANOE. Sales Force Structure <ul style="list-style-type: none"> Dedicated public sector sales professionals focused exclusively on government, MASH, and not-for-profit clients. Support from ERP platform specialists (Oracle, SAP), solution architects, and change management advisors. A designated Program Lead responsible for oversight of CANOE-related sales activity, governance, and consistency. Training and Enablement <ul style="list-style-type: none"> All sales personnel supporting CANOE Members complete mandatory training that includes: Public sector procurement rules and ethical sales practices Proper use of group purchasing agreements CANOE contract positioning, compliance, and reporting requirements Platform-neutral ERP solution qualification Managing Member-driven engagement models (direct award, RFQ, mini-competition) Training is reinforced through onboarding, periodic refresh sessions, and deal-level coaching. Group Procurement Sales and Marketing Approach IPSC's sales and marketing approach in a group procurement context is education-led and Member-centric. We focus on: <ul style="list-style-type: none"> Clearly explaining how Members can leverage the CANOE contract Demonstrating value through procurement efficiency, pricing transparency, and reduced risk Supporting Members' internal governance and approval processes Respecting Member autonomy in vendor selection and engagement approach This approach ensures trust, compliance, and long-term value delivery for CANOE Members.

Environmental and social governance ESG

Question	Response *
<p>Describe your corporate ESG initiatives.</p>	<p>Infosys is a consistent early adopter of a host of industry best practices, sustainability measures and pro-people initiatives.</p> <p>Infosys' ESG strategy is articulated through its ESG Vision 2030, first launched in 2020 and significantly refreshed in June 2025, articulates continuing Infosys ESG Journey in view of the changing priorities of our stakeholders. The strategy is designed to embed sustainability, social responsibility, and strong governance into business operations while supporting longterm value creation for stakeholders.</p> <p>It focuses on climate change, digital skills development and robust governance aiming to be carbon neutral and empowering millions through digital skills. Key focus areas include 100% renewable energy use, 100% water recycling, waste management, gender equality and ethical business practices.</p> <p>ESG Framework and Pillars</p> <p>Infosys structures its ESG strategy around three core pillars:</p> <p>Environment – Preserving the planet</p> <p>Social – Empowering people and communities</p> <p>Governance – Serving stakeholder interests through ethical leadership</p> <p>These pillars are aligned with global frameworks such as the UN Sustainable Development Goals (SDGs), TCFD, GRI, and SASB, and are disclosed through annual ESG and Integrated Reports.</p> <p>For a detailed, visual depiction of our ESG Pillars, please refer to the ESG slides in IPSC_Graphics to support response.pdf file.</p> <p>ESG Highlights (FY 2024-2025)</p> <p>The ESG Highlights for FY 2024-2025 has been provided below.</p> <p>Environmental Strategy</p> <p>We present below some of the Key facts on the Environmental aspect of the Infosys ESG Journey so far. These activities are across Climate Action, Energy and Infrastructure, Water and Waste Management.</p> <p>Climate Action</p> <p>Infosys has been Carbon neutral since FY2020, maintained for six consecutive years through FY2025. Infosys has been carbon neutral 30 years ahead of 2050 target.</p> <p>Infosys aims to become Climate positive by 2030 by removing more greenhouse gases from the atmosphere than it emits across Scope 1, 2, and 3 emissions.</p> <p>Infosys is listed as an index component of DJSI World (Dow Jones Sustainability Index) and DJSI Emerging markets Indices for the 3rd year in row.</p> <p>Energy and Infrastructure</p> <p>77.7% of electricity for Infosys India operations are sourced from renewable energy.</p> <p>29.7 million sq. ft. of Infosys office space is certified as LEED Platinum / GRIHA 5-star green buildings.</p> <p>Infosys has over 60 MW installed solar capacity across various campuses across the country.</p> <p>Water and Waste Management</p> <p>100% wastewater is recycled across campuses.</p> <p>40 lakes across campuses have been rejuvenated, adding over 4.3 billion liters of water-holding capacity in FY24–FY25.</p> <p>98% of waste is diverted from landfills, supporting circular economy principles across campuses.</p> <p>Social Strategy</p> <p>We present below some of the Key facts on the Social aspect of the Infosys ESG Journey so far. These activities are across Digital Skilling and Employability, Inclusive Workplace and Community Impact.</p> <p>Digital Skilling and Employability</p> <p>Target to empower over 18 million people with digital skills by 2030, including employees, students, educators, and community members.</p> <p>Programs such as Infosys Springboard and TechForGood have already reached 13.3 million people.</p> <p>Goal to enable 500,000+ employment opportunities globally.</p> <p>Inclusive Workplace</p> <p>More than 39% women representation in the Infosys global workforce.</p> <p>Strong focus on DEI, including support for people with disabilities and LGBTQIA+ employees.</p> <p>Recognized as Global Top Employer 2025 in 22 countries for best-in-class HR practices and processes. Infosys has 144 nationalities among its global workforce.</p> <p>Community Impact</p> <p>125+ million lives impacted through initiatives in digital governance, healthcare, education, and financial inclusion.</p> <p>130,000+ employee volunteering hours delivered via the InfyCares platform in FY25.</p> <p>102,000+ families continue to benefit from community-based carbon offset projects.</p> <p>Governance Strategy</p> <p>We present below some of the Key facts on the Governance aspect of the Infosys ESG Journey so far. These activities are across Ethical Leadership and Compliance, Data Privacy and Information Security and Responsible AI and Digital Trust.</p> <p>Ethical Leadership and Compliance</p> <p>Recognized as one of the World's Most Ethical Companies by Ethisphere for five consecutive years.</p> <p>Strong board oversight, risk management, and transparent ESG disclosures.</p> <p>Data Privacy and Information Security</p> <p>First India-headquartered company to receive Binding Corporate Rules (BCR) approval from EU data protection authorities.</p> <p>ISO certifications including ISO 27701 (Privacy Information Management) and ISO 42001:2023 (AI Management Systems).</p> <p>Responsible AI and Digital Trust</p> <p>Integration of ESG considerations into AI ethics, data governance, and responsible digital transformation for clients.</p> <p>Governance frameworks are designed to address emerging risks related to AI, cybersecurity, and digital equity.</p> <p>For a detailed, visual depiction of our ESG Highlights for FY 2024-2025, please refer to the ESG slides in IPSC_Graphics to support response.pdf file.</p>

Addenda, Terms and Conditions

PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

1.1.1 Ability to Provide Deliverables

The Proponent has carefully examined the Solicitation documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the Solicitation for the rates set out in its proposal.

1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

1.1.2 Proposals in English

All proposals are to be in English only.

1.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

1.1.5 Information in SOLICITATION Only an Estimate

Canoe and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this Solicitation or issued by way of addenda. Any quantities shown or data contained in this Solicitation or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this Solicitation.

1.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Canoe makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. Canoe may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

1.2 Communication after Issuance of Solicitation

1.2.1 Proponents to Review Solicitation

Proponents should promptly examine all of the documents comprising this Solicitation and may direct questions or seek additional information in writing through the Procurement Portal on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. Canoe is under no obligation to provide additional information, and Canoe is not responsible for any information provided by or obtained from any source other than the Solicitation Contact or the Procurement Portal. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. Canoe is not responsible for any misunderstanding on the part of the proponent concerning this SOLICITATION or its process.

1.2.2 All New Information to Proponents by Way of Addenda

This Solicitation may be amended only by addendum in accordance with this section. If Canoe, for any reason, determines that it is necessary to provide additional information relating to this Solicitation, such information will be communicated to all proponents by addendum posted in the Procurement Portal. Each addendum forms an integral part of this Solicitation and may contain important information, including significant changes to this Solicitation. Proponents are responsible for obtaining all addenda issued by Canoe.

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If Canoe determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, Canoe may extend the Submission Deadline for a reasonable period of time.

1.2.4 Verify, Clarify, and Supplement

When evaluating proposals, Canoe may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. Canoe may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

1.3 Notification and Debriefing

1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within sixty (60) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: General Manager, Canoe Procurement Group of Canada
Canoe Procurement Group of Canada
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: proposals@canoeprocurement.ca

Once a bid dispute has been received, the General Manager, Canoe Procurement Group of Canada will initiate a review of the matter. The General Manager will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

1.4 Conflict of Interest and Prohibited Conduct

1.4.1 Conflict of Interest

For the purposes of this Solicitation, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

1.4.2 Disqualification for Conflict of Interest

Canoe may disqualify a proponent for any conduct, situation, or circumstances, determined by Canoe, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

1.4.3 Disqualification for Prohibited Conduct

Canoe may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if Canoe determines that the proponent has engaged in any conduct prohibited by this Solicitation.

1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

1.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this Solicitation or any agreement entered into pursuant to this Solicitation without first obtaining the written permission of the Solicitation Contact.

1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

1.4.7 No Lobbying

Proponents must not, in relation to this Solicitation or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honor its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or

4. any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

1.5 Confidential Information

1.5.1 Confidential Information of Canoe

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. must be returned by the proponent to Canoe immediately upon the request of Canoe.

1.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

1.6 Procurement Process Non-Binding

1.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

1. this Solicitation will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
2. neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

This Solicitation process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Canoe by this Solicitation process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

1.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Canoe to enter into an agreement for the Deliverables.

1.6.4 Cancellation

Canoe may cancel or amend the Solicitation process without liability at any time.

1.6.5 Competition Act

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.nsf/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

1.7 Rights of Canoe Procurement Group of Canada – General

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

1. make public the names of any or all Proponents;
2. request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal;
6. disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
7. disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - a. are subject to final judgments in respect of serious crimes or other serious offences; or
 - b. have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
 - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - b. if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
 - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
 - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - h. cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

1.7.1 No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this Solicitation.

1.7.2 Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Canoe to the advisers retained by Canoe to advise or assist with the Solicitation process, including with respect to the evaluation of this proposal.

1.8 Governing Law and Interpretation

These Terms and Conditions of the Solicitation Process (PART D):

1. are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
2. are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
3. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

End of PART D

I have the authority to bind the Proponent.

- Michel Tourigny, AVP & Head-Infosys Public Services Canada, Infosys Public Services Canada Inc.

Conflict of Interest

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

Yes No

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum 02 CAN-2025-002 Fri March 6 2026 02:04 PM	<input type="checkbox"/>	11
Addendum 01-CAN-2026-002 Tue February 24 2026 04:24 PM	<input type="checkbox"/>	1

Schedule "B1"

PRICING

Schedule "C"**MARKETING AND PROMOTION OF AGREEMENT**

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier's contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

Schedule "D"

SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY
 Canoe Contract Number: CAN-2024-III
 Month: June
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PO #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403ij	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64