



Request for Proposal:

Oracle Cloud Software
Implementation

Release Date:
November 4, 2016

Response Due Date:
November 28, 2016

All information in this document and provided in conjunction with this RFP process is considered confidential and subject to the confidentiality statement in this document.

Table of Contents

- Confidentiality Statement 1
- Introduction.....2
- Solutions Proposed2
- Background Information3
 - Company Overview3
- Goals and Objectives4
 - Reasons for Seeking New System4
 - Current Application and Technology Landscape.....5
- Identified Gaps6
- Preliminary System Implementation Schedule6
- Instructions for Submitting Proposals.....7
- Communication and Contact Information.....7
- Vendor Presentation Schedule8
- Introductions and Company Overview8
 - Key Differentiators9
 - Approach/Methodology.....9
 - Proposed Timeline.....9
 - Implementation Pricing9
- Key Metrics Assumptions 10

Confidentiality Statement

The information contained herein is confidential and proprietary to GP Strategies Corporation (GPS).

GP Strategies Corporation shall be entitled to retain and to use each solution provider's response as well as any other information provided by the solution provider, regardless of whether such solution provider's product is selected, unless otherwise agreed to in writing by GP Strategies Corporation.

If Vendor is not selected to provide services in connection with this RFP, or upon request by GPS, Vendor shall immediately destroy or delete all GPS provided RFP information (or return such information to GPS if requested).

Any materials submitted by a solution provider shall become the property of GPS and, as such, shall not be returned to the solution provider, with the exception of any copies of user manuals or user documentation as identified by the proposing solution provider.

The information contained herein, as well as any corresponding requirement documentation and any subsequent clarification materials may become part and parcel of the contractual obligation of the solution provider and may therefore be incorporated into the resulting contract.

Introduction

GPS would like to select a System Integrator for the implementation, configuration and setup of Oracle Cloud software including but not limited to Enterprise Resource Planning (ERP), Human Capital Management (HCM), Enterprise Performance Management (EPM), and Platform as a Service (PaaS). As part of the implementation, GPS will require best practice consultation based on Oracle's functionality in order to streamline many of our current processes.

This document provides a description of the solutions desired and background on the company so that prospective service providers can prepare and submit a thorough and accurate proposal.

Based on our preliminary research, your company and the implementation services you provide have been identified as a possible match for some or all of GPS's implementation requirements.

Your response to this RFP will increase GPS's confidence in, and understanding of, your products and services and allow GPS to consider your implementation service as a possible technology solution precipitating a more detailed review and assessment. We are soliciting a proposal for work in connection with this project and you must submit a proposal for entire project.

This RFP is an invitation to submit an offer. Your offer should be as accurate, complete and competitive as possible, as the proposed costs will be part of the decision for determining the finalists for participation in a presentation to GPS. Vendors are encouraged to limit questions to those necessary to respond to the RFP, and to consolidate questions into a clear and concise summary. Vendors are also expected to have thoroughly read this entire RFP, as well as all attachments including the detailed requirements and Appendices prior to submitting questions and to avoid submitting questions where the information/answer is contained directly in the RFP.

Revisions to the offer will not be accepted beyond the due date indicated in this RFP, unless as a result of a change in scope requested by GPS. Submittal of a proposal does not create any right to or expectation of a contract with GPS.

An important criterion in the evaluation process is assessing how well the implementation of the software solution supports business-critical and general requirements. The attached spreadsheet titled "GP Strategies Corporation's detailed ERP requirements" details specific requirements that are important to the Company. This knowledge is required to walk GP through a business process optimization approach. In addition, as part of the implementation, you will need to support discussions about our current processes and provide advice on best practices with alternative approaches.

Solutions Proposed

There are two areas required for proposal. Vendors are expected to propose for both areas using internal or external expertise.

Project Best Practice Consulting

Serve as a Global advisory for optimizing business processes and provide guidance and best practices prior to the start of configuration/setup of solution. This person(s) should be very familiar with Oracle's cloud offerings (ERP, Reporting, EPM, HCM, etc.) and have vast knowledge of business processes related to all of the applications we are implementing (Appendix A) including but not limited to Project Management and Financials. In addition, this person(s) should have

experience working in a similar capacity on similar implementations for global professional services organizations of our size or larger. GPS is moving from a government model to a commercial model so it is critical that we receive challenge and guidance in making business operating decisions. Please submit resumes for each person(s) required to meet the above requirements along with at least three references related to the implementation of above systems. Consulting will occur in conjunction with the global design phases of the implementation.

ERP Implementation

Fully implement, configure and setup Oracle Cloud ERP, EPM, HCM, Reporting and PaaS based on GPS's detailed requirements and best practice guidance. GPS has a requirement to implement Oracle's Vendor Management application first (along with any pre-requisite applications needed) to satisfy a contractual obligation for our operations team. GPS will use a single instance to satisfy this contractual obligation and to satisfy our overall corporate needs for an ERP system. We realize that there will be some global decisions to be made at the onset of the Vendor Management Process Implementation (Procure to Pay Shared Services Business Process) that will run concurrently with our full ERP solution implementation. We will seek guidance in making these decisions early on so that our full implementation is not negatively impacted or initial setup/configuration has to be redone. Vendor should also provide a Project Manager to oversee the full implementation including the initial Vendor Management implementation and to set up the Project Management Office (PMO).

Background Information

Company Overview

GP Strategies Corporation (NYSE: GPX) is a global performance improvement solutions provider of sales and technical training, eLearning solutions, management consulting and engineering services. GPS's solutions improve the effectiveness of organizations by delivering innovative and superior training, consulting and business improvement services. Clients include Fortune 500 companies, manufacturing, process and energy industries, and other commercial and government customers.

GPS has more than \$500 million in annual revenue and over \$300 million in assets. The company is organized around four primary business segments:

- **Learning Solutions.** Delivers training, curriculum design and development, e-Learning services, system hosting, training business process outsourcing and consulting services globally.
- **Professional & Technical Services.** Provides training, consulting, engineering and technical services primarily to large companies, federal and state government agencies; and large government contractors. This segment also provides services to users of alternative fuels, including designing and constructing liquefied natural gas (LNG), liquid to compressed natural gas (LCNG) and hydrogen fueling stations, as well as supplying equipment.
- **Sandy Sales Training & Marketing.** Provides custom product sales training and has been a leader in serving manufacturing customers in the U.S. automotive industry for over 30 years.
- **Performance Readiness Solutions.** Provides performance consulting and technology consulting services, including platform adoption, end-user training, change management,

knowledge management, customer product training outsourcing, training content development and sales enablement solutions.

Headquartered in Columbia, MD, GPS has more than 3,400 employees distributed across nearly 80 locations around the world. GPS works in over 45 different countries.

Goals and Objectives

GPS is seeking to implement an Oracle Cloud system that includes the following:

- ERP
- EPM
- HCM
- Reporting
- Platform As A Service (To address specific ERP extensions)

See Appendix A for additional details regarding the specific applications to be implemented.

GPS is a global company with office locations spanning the globe (see Appendix B for applicable countries and employee count). As such, GPS will need the ability to localize in multiple languages (application interface and reports) and transact in multiple currency combinations (see Appendix C). GPS will also need to have the ability to manage and file domestic and international taxes and to create bank files in order to make vendor payments in multiple countries and in multiple currencies (see Appendix C). These bank file formats are specific to each bank and may differ based on currency and/or country. Bank file format is specified by our bank.

GPS desires a 'big bang' implementation for both the Vendor Management implementation phase and the full ERP Solution implementation phase to alleviate the many reconciliations that would be necessary for audit and to allow for accurate and timely consolidations needed for monthly, quarterly and yearly processing.

GPS has a small percentage of government contracts (<10%) which requires the ability to track and report on data related to these government contracts in order to meet necessary reporting requirements imposed by the government.

The company has identified the following goals for the project:

- Provide more timely and simplified access to financial data, including project and business unit performance
- Improve the ability to forecast financial performance, and ease the budgeting process, (bottom up, project budgets linked to business unit budgets)
- Automate and simplify major business processes, remove unnecessary manual steps
- Condense the time required for the monthly, quarterly and yearly close processes with an efficient consolidation of income statement results
- Continue to provide excellent customer service, without requiring extraordinary individual efforts-allow for changing customer needs without major overhauls of systems and processes
- Create a technology landscape with the ability to adapt to growth and change

Reasons for Seeking New System

GPS has experienced tremendous growth, and anticipates accelerating that growth to meet organizational goals. The current business system mix was selected and configured nearly ten years ago when the company was considerably smaller, the mix of offerings was very different than it is today, and business process decisions were made for a business environment that no longer applies.

GPS lacks an integrated system to automate and/or manage critical business functions like subcontractor management, resource tracking and assignment, project setup and management, and inter-company transfers. Lacking these tools, the Company has managed their business with a mix of disparate systems and various manual and spreadsheet-driven processes. As the business has grown in volume and in new service offerings it has become increasingly difficult to manage operations within their current environment.

The existence of disparate systems and lack of automation causes timing, data quality, and data integration issues, and it is difficult to provide critical business information early enough to affect decision making.

Current Application and Technology Landscape

Below is a list and description of the main applications, systems, reporting tools, and integration technologies that GPS has currently deployed, (note: this is not an exhaustive inventory and includes systems related to ERP).

- **Costpoint:** Costpoint (To Be Replaced) is the current ERP system in use at GPS. It was configured primarily to meet the needs of the government contracting business which at the time represented the bulk of the Company's revenue. It manages the general ledger, accounts payable, accounts receivable, project management, fixed assets, and human resources, and is the major source of financial reports.
- **Dynamics CRM:** (Will stay and will be integrated with ERP) Dynamics CRM is used for prospect and pipeline management. It is not currently integrated with GPS current ERP system.
- **IBM Cognos:** (Will Stay) Cognos is the business intelligence tool used across the enterprise for consolidated financial reporting, project management reporting, employee management reporting and procurement reporting.
- **PowerBI:** (Will Stay) This is a relatively new tool for GPS and may be used for future BI Reporting.
- **Deltek Time and Expense:** (To Be Replaced) This module which is integrated with Costpoint is used to capture employee time and attribute it to specific projects, as well as provide an entry point for travel and other reimbursable expenses.
- **Lavante:** (TBD) Vendor portal where subcontractors are on boarded and managed. A custom interface process has been developed to move basic vendor information from Lavante into Costpoint.

- QuickBase: (TBD) Project management software, used to establish baseline project budgets and manage to completion. QuickBase is currently being used by a small number of business units and is not integrated with any other system.
- Various Excel-based tools and templates: (To be Replaced where possible). The Company has developed several complex spreadsheets to perform tasks such as project estimating, budgeting and scheduling, track inter-company transfers, and others. Many of these spreadsheets have been developed by specific business units and are not standardized across organization.
- Taleo: (Will Stay) Onboarding tool. A custom interface is currently being used to bring basic employee information into Costpoint.
- SuccessFactors: (Will Stay) Performance management tool currently used to track performance management and employee learning. A customer interface has been built to load employee data from Costpoint into SuccessFactors.
- Oracle Service Cloud (OCS): (Will Stay and be Integrated with ERP) - Currently used by operations to allow Customers to submit Vendor Management requests, manage workload and handle helpdesk services. We plan to setup workflow tasks between OCS and ERP.

Identified Gaps

During our evaluation of the Oracle Cloud software, GPS has identified the following potential gaps:

- Reports and processes related to Government Contracting (GPS has a small percentage of Government contracts that require a solution in order to be compliant with Government requirements). These will require some extensions built in PAAS to address some specific Reporting and Time calculations. The core billing processes will be handled via the Contracts Module.
- Connectors/integrations with existing systems. For example, integration to ADP for payroll in US, integration to CRM for opportunity to project tracking and integration with Azure AD. (See Integrations tab of attached document “GP Strategies Corporation’s detailed ERP requirements for full list)

Preliminary System Implementation Schedule

Event	Date
Issue RFP to solution providers	November 4, 2016
Vendor call with GP/Oracle team to explain components of solutions	November 8, 2016
Deadline for providers to submit questions in writing	November 15, 2016
GP Strategies Corporation response to questions	November 18, 2016
RFP responses due date	November 28, 2016
Final Short List Selected	December 2, 2016
Finalist Presentations*	December 7-9, 2016
Final Selection Awarded	December 14, 2016

Implementation Kickoff	December 19, 2016
Begin global design of ERP starting with Vendor Management	December 20, 2016
Full Vendor Management System Testing & User Acceptance Testing (Go/NoGo)	February 15, 2017
Go live on Vendor Management System	March 15, 2017
Full ERP System Testing including User Acceptance Testing (Go/No Go)	December 8, 2017
Go live on full ERP system	January 1, 2018

*An NDA is attached and must be signed and returned prior to the presentation on December 7, 2016, if you are selected as a finalist.

Instructions for Submitting Proposals

GPS is looking for both an ERP implementation team and a Best Practice Project Consultant(s) (see details below). Fees associated with proposed solution should be broken down by role, expected duration, rate and expected deliverables. Solution providers may also provide a written cost proposal in the format and structure of your normal sales proposal process.

All expenses associated with the development of your response, including site visitation, documentation preparation, discovery sessions, and communications, are the sole responsibility of the solution provider and may not be billed to GP Strategies Corporation.

The RFP Response Form issued in conjunction with this document must be completed and submitted by the date specified in the Implementation Schedule (above). It contains specific information and guidelines for use cases, critical and unique requirements, company and system information, and pricing details.

The company reserves the right to request additional information to clarify any ambiguities, discrepancies or missing information among solution provider's submitted proposals

Project Best Practice Consulting

Serve as a Global advisory for optimizing business processes and provide guidance and best practices prior to the start of configuration/setup of solution. This person(s) should be very familiar with Oracle's cloud offerings (ERP, Reporting, EPM, HCM, etc.) and have vast knowledge of business processes related to all of the applications we are implementing (Appendix A) including but not limited to Project Management and Financials. In addition, this person(s) should have experience working in a similar capacity on similar implementations for global professional services organizations of our size or larger. GPS is moving from a government model to a commercial model so it is critical that we receive challenge and guidance in making business operating decisions. Please submit resumes for each person(s) required to meet the above requirements along with at least three references related to the implementation of above systems. A critical requirement will also be consulting around switching from a government based model to a commercial based model. Consulting will happen in accordance to the global design phases of the implementation.

ERP Implementation

Fully implement, configure and setup Oracle Cloud ERP, EPM, HCM, Reporting and PaaS based on GPS's detailed requirements and best practice guidance. GPS has a requirement to implement Oracle's Vendor Management application first (along with any pre-requisite applications needed) to

satisfy a contractual obligation for our operations team. GPS will use a single instance to satisfy this contractual obligation and to satisfy our overall corporate needs for an ERP system. We realize that there will be some global decisions to be made at the onset of the Vendor Management Process Implementation (Procure to Pay Shared Services Business Process) that will run concurrently with our full ERP solution implementation. We will seek guidance in making these decisions early on so that our full implementation is not negatively impacted or initial setup/configuration has to be redone. Vendor should also provide a Project Manager to oversee the full implementation including the initial Vendor Management implementation and to set up the Project Management Office (PMO).

Communication and Contact Information

All questions and RFP Responses should be directed to the email address below.

Email: ERPImplementationTeam@gpstrategies.com

The solution provider should not contact GPS directly. Failure to comply with this request may result in that provider being removed from consideration.

Vendor Presentation Schedule

During the Vendor Presentations, each vendor should present how their experience and approach will enable GPS to achieve its goals and objectives.

Below is the draft schedule of the Vendor Capability Presentation. Actual start day and time will be coordinated with vendors based on schedule availability.

December 7-9, 2016

Agenda Item	Time	Duration
Introductions & Company Overview	9:00 – 9:15am	15 minutes
Key Differentiators	9:15 – 9:45am	30 minutes
Break	9:45 – 10:00am	15 minutes
Approach/Methodology	10:00 – 11:00am	1 hours
Proposed timeline	11:00 – 11:30am	30 minutes
Implementation Pricing	11:30 – 12:00pm	30 minutes

GPS is requesting a response from each vendor for proposed solution by 11/28/2016. Responses should include the following:

- A written response in MS Power Point presentation format that matches the agenda below. Each vendor should submit a presentation that covers the following topics based on the instructions below:
 - Company Overview
 - Key Differentiators
 - Approach/Methodology
 - Proposed timeline
- Vendor submissions should include a staffing model and preliminary pricing.

Introductions and Company Overview

Vendor should focus on building a high-level understanding of the company and implementation experience. Items of specific interest to GPS are listed below:

- Size of the vendor Oracle Cloud Practice
- Experience Implementing Oracle Cloud
 - Experience implementing Oracle Cloud Financials, Projects Cloud, HCM/Payroll US Cloud, EPM Cloud and integrating with Oracle Service Cloud (OCS).
 - Experience and ability to support global deployments
 - Experience, ongoing support, and ability to guide clients through PaaS extension development or bolt-on integration (to other third party products), specifically addressing the items described under Identified Gaps (above).
 - Number of global commercial professional services clients (including government contractors) and what proportion of those are publicly traded companies
 - Number of global commercial professional services clients where the vendor has supported the Oracle Cloud applications outlined in Appendix A.

Key Differentiators

- Vendor should focus on building a detailed understanding of the vendor's key differentiators such as:
 - Work-arounds that existing clients are using to address any gaps that may exist in the function's current capabilities
 - Further suggestions on how GPS should address their complex or unique needs for a particular function
 - Bios of personnel who will be involved in the implementation.

Approach/Methodology

- Vendor should discuss their Approach and Methodology from kickoff through go-live, including but not limited to:
 - Best practices for professional services organizations
 - Approaches for reengineering business practices
 - Transformation experience and change management activities
 - Data architecture and model development
- Design and Configuration approach for Cloud
- Approach(es) to developing and managing extensions, specifically addressing the items described under Identified Gaps (above)
- Benefits of proposed approach and methodology to GPS
- Governance and accountability structure, to include project management approach and roles/responsibilities
- Resource needs from GPS to include data, staffing and key decisions
- Other Items for GPS to consider

Proposed Timeline

- Recommended Vendor Management Implementation timeline
- Recommended Global ERP Implementation timeline

Implementation Pricing

Preliminary Pricing Summary – Vendor submissions should include preliminary pricing in MS Excel format. Provide a high level pricing summary based on the discussed functionality and the key metrics captured in Section 4. At a minimum, vendors should provide a Rough Order of Magnitude based on the proposed implementation approach and methodology, and in consideration of the recommendations provided to GPS.

These costs should be broken out and aligned with the vendor recommended implementation timeline noted above. Where possible, GPS requests that vendors delineate costs that would be Capex and Opex for US publicly traded firms.

In addition to the assumptions or exclusions used to calculate pricing, vendors should break out pricing into the segments listed below:

- Implementation
 - Anticipated resources, hours dedicated, deliverables and milestones
 - Costs associated with integrations and vendor-recommended extensions
 - Deployment costs
 - Anticipated Travel
 - A range is acceptable, but the vendor should estimate based on previous history of similar implementations as well as leveraging the estimated number of users and other metrics provided
- Post Deployment Costs
 - Recurring or annual costs, if any
 - Support costs should be clearly identified either as a separate line item or within the comments associated with another line. The level of support should be representative of GPS's approximate size and operating footprint
 - Recommended support structure and resources required for the system post-implementation associated with the implementation timeline and a company our size based on industry experience
- Timing
 - Indicate cost spread over the proposed implementation and deployment timeline
 - Define which items would require payment at contract signing and which items would be effective at go-live
- Assumptions
 - Define all assumptions used to determine the pricing provided
- Exclusions

- Clearly articulate any functionality or features that are excluded from the provided pricing

Key Metrics Assumptions

Active Employees	3400
Project Managers	600
Invoices Processed per Month	5000-6000*
Number of Expense Reports per Month	200-300*
Number of Suppliers	2500*
Number of Legal Entities	See Appendix B
Transacting Currencies	See Appendix C

Note: All values are approximate and reflect only current metrics. We expect these numbers to increase once we have completed the Vendor Management BPO implementation.