RFP for Client Relationship Management System  
Ontario Centres of Excellence Inc.

A. About Ontario Centres of Excellence Inc. (OCE)

OCE, established in 1987, is a leading not-for-profit organization that works with industry, academia and government to drive the translation and commercialization of research originating from the province’s colleges, universities and research hospitals.

OCE drives the commercialization of cutting-edge research across strategic market sectors to build the economy of tomorrow and secure Ontario’s and Canada’s global competitiveness. OCE focuses on areas and projects that will deliver not only the greatest economic benefits but those that will have a positive social impact in communities across the province.

As a trusted partner and leader in the innovation ecosystem, OCE delivers programs in partnership with various provincial and federal government stakeholders, including the Ministry of Economic Development, Job Creation and Trade (MEDJCT), Ministry of Transportation (MTO), Ministry of Government and Consumer Services (MGCS), Ministry of Health and Long-Term Care (MOHLTC), Ministry of Education (MOE), and Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

Funded by the Government of Ontario, OCE fosters the training and development of the next generation of innovators and entrepreneurs and is a key partner with Ontario’s industry, universities, colleges, research hospitals, investors and governments.

OCE is a member of the Ontario Network of Entrepreneurs (ONE).

Our Mandate

On behalf of the Province, OCE supports projects that create jobs, attract local and international investment and make Ontario more competitive globally.

Collaborative R&D

- Bringing colleges and universities together with industry to solve industry needs that drive job creation.
- Giving Ontario’s next generation of graduates and entrepreneurs industry experience and jobs.

Commercialization

- Moving ideas from the research lab to the marketplace.
- Supporting demonstration of new technologies and products.
- Helping Ontario start-ups scale up and succeed.
- Connecting Ontario companies with early adopters across government and industry.

Entrepreneurship

Supporting entrepreneurship activities by students and youth through:
- Seed financing to high potential youth-led start-ups; and
- Campus accelerators and incubators.
- Investors
B. Purpose of RFP

OCE is soliciting interested bidders in providing a Client Relationship Management (CRM) solution to enable it to develop, track and monitor its interactions with the stakeholders as described above.

C. General Background and Current Environment

OCE has an existing Management Information System (MIS) which is used by its clients to submit on-line applications to OCE’s programs. This system is also used by staff to track and monitor the status of these applications, the progress of awarded projects throughout their lifecycle, related contracts and performance metrics. This system is in SmartSimple, an XML, Ajax, PHP and Java-based web platform externally hosted at an ASP and delivered as a SaaS model which has standard modules as well as application development capabilities for customization to suit OCE specific applications/programs.

SmartSimple has a contact database module (My-SQL – relational database) which is used both for controlling login access for applicants and staff. Contacts from the database are connected to OCE’s program applications and project records as participants (e.g., academic, students, government and industry), reviewers and college, university and teaching hospital administrators and are connected to various types of events as attendees.

At present, OCE uses a customized version of Sugar CRM to develop and maintain relationships with potential and existing stakeholders and clients, as described in previous sections, and to report and track interactions. This system integrates with SmartSimple via a real-time data exchange; going forward, regular synchronization between the CRM and the MIS needs to continue. The CRM must also integrate with Microsoft Outlook – contacts and calendars – and mobile devices, all of which are used daily to manage OCE’s business.

There are several different groups within OCE who require access to the CRM system; while each group has similar requirements in terms of features and capabilities, the purpose, need and use will differ somewhat. The functions and needs of the various groups are described below; detailed feature requirements are in the section which follows.

To summarize, key CRM requirements include the following capabilities:

- Present a unified view of the stakeholder relationship, showing all interactions across OCE;
- Support multiple OCE personnel per external contact with the ability to flag a prime – i.e. several Business Development Managers can be linked to the same contact/company;
- Document engagements and meetings that capture actions, notes and attendees which are used to produce metrics;
- Track activity and engagement by organization, office or group within an organization and at the individual level;
- Customize queries and reports for all teams;
- Provide seamless integration between Microsoft Outlook and CRM elements such as the ability to add notes to contacts, add new contacts and meetings to contacts;
- Provide seamless integration with IOS and Android mobile devices;
- Integrate with web-based services such as Bizzabo, MailChimp and Hockeystick through APIs;
- Integrate with marketing tool set and across marketing channels, including social and digital;
- Support CASL compliance through automated procedures to obtain and store opt-ins for auditing purposes;
- Tag contacts (organizations and individuals) by key attributes, including contact type, sector, topics of interest and Riding location;
- Update stakeholder client files with information such as media clips, awards and key stats such as job numbers, economic impact;
- Track individuals who move from one organization to another;
- Record credentials and areas of expertise; and
- Track stakeholders by their participation in OCE’s programs.
**Business Development**

The Business Development (BD) team provides the external facing responsibility for OCE. The Business Development team is the largest group of users and will continue to be the most frequent users of the CRM.

The team of approximately 40 covers Ontario from offices in the Greater Toronto Area, Waterloo, London and Ottawa. The team is responsible for the identification, development, qualification, support, supervision and promotion of technology commercialization opportunities. They work directly with academic researchers and managers, technology transfer offices, company personnel of all levels and companies of all sizes, industry associations, investors and other support organizations. Business Development Managers spend between 60% and 80% of their time outside of their office.

While called a “Business Development” team by OCE, the team members operate as connectors, facilitators and catalysts rather than in a traditional “sales” function. A large part of the role involves identifying and building diverse connections that can assist a company, client or researcher to develop and successfully exploit a new technology. Each team member relies on their own network, that of their colleagues and the network of complementary organizations within Ontario to build these connections.

Typical inquiries addressed by the Business Development team involve matching companies with specific research challenges to researchers or matching researchers with new technologies to possible receptor companies. The CRM must provide the tools to support capture and sharing of knowledge across team members.

This knowledge includes:
- Researcher capabilities and experience
- Company classification (sector, products, etc.)
- Company research needs and research capabilities

Other activities follow a more typical project sales function – leads, opportunity identification, follow-up tracking, logging of meetings and project stage tracking. “Projects” can be quite diverse in scale, scope, team size and timing.

OCE reports on a wide range of activity-based and outcome-based metrics to our funders. Capture and collection of this information mainly falls to the Business Development team, as well as Marketing & Communications and the Finance & Administration groups. While AccesOCE is used to collect and compile all survey data and program participant information, the CRM must simplify metrics capturing and automate periodic reporting of all business development and marketing activities with contacts and stakeholders. The data capture needs to be closely integrated within the existing workflow of the Business Development team and provide a net improvement in team efficiency and effectiveness.

The Business Development Managers require that the CRM system be seamlessly integrated into their everyday work and most importantly their tool set such as the Microsoft Outlook platform, IOS and Android mobile devices, and OCE's MIS.

Examples of ways in which BD personnel may use the system and the functionality that they require to do their everyday work are listed below:
- Support multiple OCE personnel per external contact with the ability to flag a prime – i.e. several Business Development Managers can be linked to the same contact/company;
- Document engagements, leads and meetings that capture actions, notes and attendees then used to produce metrics;
- Track activity and engagement by organization, by office or group within an organization and at the individual level;
• Offer seamless integration between Microsoft Outlook and CRM elements such as the ability to add notes to contacts, add new contacts and meetings to contacts; and
• Provide seamless integration with IOS and Android mobile devices and CRM, as with Outlook.

Corporate Planning, Development (CPD)
The CPD team is responsible for corporate planning, development and strategic initiatives. This involves strategic and operational planning for the organization, corporate partnership development, the implementation and management of strategic initiatives and stakeholder relations.

Strategic initiatives, such as the Autonomous Vehicle Innovation Network (AVIN) and the Advance Technology Platforms (ATP), include significant program development and implementation activities. Most of this system work is currently being carried out in the program modules in OCE’s MIS advanced platform. Through corporate development activities, OCE develops and manages funding partnerships and stakeholder relations.

Programs, Finance and Administration
The finance team is responsible for maintaining information related to financial matters on companies who are involved with OCE in a variety of programs. This type of information includes but is not limited to:

• Track records of payments of cash commitments made to projects
• Data on companies to which OCE has provided investment or debt financing, or general financial health of firms with which OCE does business.

OCE provides a substantial amount of funding to research institutions such as universities, colleges and hospitals. While each institution has substantially similar functional groups (e.g., finance, research – grants and contracts, technology transfer) each institution is structured quite differently. Movement of personnel within and between institutions is common and it is not at all unusual to deal with the same individual over several years at more than one institution, enhancing the need for tools to assist in building long-term relationships with individuals, departments and institutions.

Program Delivery
OCE is committed to the efficient, cost-effective delivery of programs which address stakeholder needs. The corporation is required to measure the performance of our programs and assess stakeholder satisfaction. To support both performance metrics reporting requirements and internal strategic planning, OCE requires the ability to catalogue individuals and organizations in the CRM in a variety of ways and then extract reports by category, including, but not limited to: region, sector, program area, history of interaction with OCE and both current and prior affiliations. Affiliations can include links to projects, committees and pertinent agreements (such as a Non-Disclosure Agreement).

OCE’s stakeholders include Ontario-based:

• Start-up companies;
• Small and medium enterprises (SMEs);
• Large companies;
• Entrepreneurs;
• Investors (including Angel groups, Venture Capitalists, Financial Institutions);
• Principal investigators and students across the province’s colleges, universities and research hospitals;
• Technology transfer and industry liaison offices;
• Regional Innovation Centres (RICs);
• On-Campus Incubators and Accelerators (CLAs)
• On-Campus Entrepreneurship Activities (OCEAs)
• Provincial ministries; and
• Federal government agencies

Marketing, Communications and Public Affairs

Marketing, Communications and Public Affairs supports a broad range of marketing communications and stakeholder engagement activities to build awareness of OCE’s mandate, programs and role in advancing Ontario’s economic transformation. It is responsible for attracting, engaging and sustaining relationships with industry, research and academic communities, provincial and federal government ministries and agencies, as well as international partners.

Its ongoing activities include all aspects of events marketing and management, including the flagship Discovery conference, program marketing, media relations, government relations, the annual report and newsletters, content marketing and management of all owned channels including digital and social.

The team recently migrated to MailChimp for email distribution and subscriber list management to support its marketing and communications activities. The CRM system must be able to integrate seamlessly with MailChimp and support CASL compliance with all commercial communications to contacts. Bizzabo is used for event management and the CRM must be able to collect and store event participation information via this system.

Marketing and Communications has identified several requirements which they consider to be additional key areas of functionality for the CRM listed on pages 2-3:

• Present a single view of all contact interactions with OCE;
• Integrate with current marketing tool set that includes MailChimp and Bizzabo, and marketing channels, including social and digital;
• Provide support for event management and email subscriptions;
• Track interactions/meetings with key stakeholders, clients;
• Ensure a connection when a company has changed their name;
• Enable MailChimp data to be integrated into contact records within the CRM (including opt-in/opt-out, subscriber preferences, event participation, and reader interests based on click-throughs);
• Maintain information on contacts such as direct mail and literature mailing; and
• Track stakeholders by their participation in OCE’s programs.

D. Requirements

In the sections which follow, some specific functions or features are detailed that were identified by OCE as requirements. When providing answers to the required questions, please refer to the above section on the use and purpose to which OCE intends to put the CRM for the different functional groups.

While these functions are expected of the CRM, it is the overall expectation of OCE to acquire a system that can integrate closely with the processes and workflows of the organization and that improves efficiency and effectiveness. It is important that the vendor develop a clear understanding of key OCE activities to be impacted by the CRM, particularly those of the business development team. Advice on the design and implementation of the CRM, as well as any data optimization and integration from other OCE systems and tools, based on experience for similar organizations or applications, would be welcomed.

1. Functional Requirements Gathering
The first phase of the project will involve gathering and documenting functional requirements for the CRM based on the vendor’s review of OCE processes and current use of CRM. OCE will make available representative personnel from the key users of the system including Business Development, Program Delivery and Marketing and Communications to participate in the review.

The output of the requirements gathering phase will be a requirements document that will be used to guide the CRM implementation. The requirements document should include for example:

- Key processes that will use the CRM
- Recommended changes to OCE processes for operational improvement through the CRM
- Interface requirements to other OCE systems
- Data migration requirements
- Reporting requirements
- Implementation, roll-out and training recommendations
- Scalability
- Expected outcomes – measures of success

Based on their experience with similar implementations, the vendor should describe the steps, resource requirements and timeline expected for the requirements gathering phase.

Upon completion, the requirements document will be reviewed against the recommended CRM system capabilities to ensure fit to the requirements. Following review of the received proposals, select vendors will be invited to present and demonstrate their CRM solution. A formal decision to proceed to acquisition and implementation of the system will be made after the presentation period. Should the requirements indicate that the original proposed system may not meet OCE’s requirements, the vendor may recommend alternative systems.

2. Features

A client relationship management system that has the following features:

Fields/basic Function

Data collection:
- Capture of basic tombstone information (name, address, website, e-mail) and additional business data (e.g., incorporation date, type of organization, number of employees, registered business number);
- Ability to create several categories per record to enable queries and reporting;
- Upload or import large amounts of data from other sources, such as Excel spreadsheets, Word forms, business card scanning software, DB files, etc. as well as the ability to attach a variety of different document types;
- Export data into standard format and files such as XML;
- Track changes and associations of individuals and organizations and the ability to be associated with multiple functions or roles in the same organization or with other organizations;
- Multiple OCE personnel per external contact, with the ability to flag a prime so that more than one Business Development Manager can be linked to the same contact/company; and
- Capture of notes, actions and attendees resulting from engagement and meetings.

Data and Business Intelligence
- Simple search functionality that allows searching on different fields or data;
- Ability to add data through a business card scanner
- Ability to minimize the duplication of data by screening new input data or producing a report of potential duplicates when: importing bulk data before importing or with the addition of new data;
- Ability to add new data fields, modify existing fields, create restrictions or forced formats on new and existing fields;
- Flagging of aged data and auto-notification/polling to contacts to allow them to confirm or update their contact information, either directly or by a return mechanism that is automated;
- Ability to maintain data integrity through prevention of duplicate records; and
• Ability to follow contacts as they change roles and/or organizations.

**Interface/Offline Access**
• Integration/synchronization with MS Outlook (i.e., e-mail, contacts, calendar) with the ability to add, modify and view (see section on Integration); and
• Interface with mobile devices – ability to add, view, edit, search and query.

**Lists, E-Mail, and Mass Mailings**
• Ability to generate exportable files to provide to external services for mass mailings;
• Ability to sync with MailChimp and other third-party services to ensure proper contact information, CASL compliancy and tags; and
• Ability to use Outlook for smaller mailings with synchronization to CRM.

**Reporting/Quering**
• Simple query tool;
• Ability to tag and filter contacts and activity by key attributes, including type of contact, sector, issue, program and other attributes that will change over time;
• Easy-to-use ad-hoc report tool that can be used by all staff;
• Generate static, active and graphical dashboards;
• Report on statistics or data contained in activity records;
• Ability to create standardized reports available to all staff not requiring any knowledge of report building or generating; and
• Robust analytics capabilities.

**User Roles and Permissions**
• Field-level view or modify restrictions based on roles or group permissions;
• Access restrictions based on roles or group permissions; and
• Maintain data security.

**Data Optimization and Migration**
• Ease of integrating data from other sources into the CRM;
• Identify, assess and map data migration needs;
• Ease of integration with other OCE systems and tools; and
• Ease of CRM configuration.

*Required:*

Please provide information on how or if your system can provide the features listed in the sections above. When providing your answer, please consider the purpose and use to which OCE intends to put the CRM for the various functional groups as described in section C to assist the reviewers in determining how well the system will meet OCE’s needs.

### 3. Customization

It is expected that new and/or customized fields will need to be added to the base contact record information for both individuals and companies. It is expected that the system will be scalable and able to evolve over time to continually align it with the way in which the business is managed. Therefore, flexibility, range of field types, and ease of in-house modification is a key requirement.

In addition to the addition of specific fields, it is not desirable that everyone who has access to the system be able to modify all fields or to even view all fields. Access or view control over individual fields based on either individual or group permissions is a critical function for OCE’s selected CRM system.
**Required:**

Please describe what level of customization is possible in-house, the range and type of fields possible to be added and any limitations. Please clearly indicate the level of customization that is typically required as part of the CRM implementation, whether such customization will be done in-house and what may be contracted to a third party. Please also indicate in this section the experience and expertise in these areas for similar organizations to OCE.

4. **Integration**

**Outlook Integration**

Staff at OCE in all functional areas use MS Outlook on a daily basis. Internal and external meetings are typically managed through Outlook and many use the contact portion of Outlook to manage their own networks. A great deal of information is kept in Outlook via retention of e-mails, individual contact lists and calendar data and can be easily synchronized with mobile devices.

Integration of Outlook with a CRM system is a mandatory requirement and must allow the individual Business Development Manager to retrieve the data that they require when out of the office, enable sharing of the information with colleagues and for OCE to retain the knowledge longer-term.

Integration between Microsoft Outlook and the CRM system needs to be bi-directionally seamless. As much of OCE staff’s daily work originates in Outlook, seamless integration is defined as the ability to work within Outlook and not have to leave to enter the CRM system to update records, log meetings, enter data, etc. E-mails sent to contacts in the CRM can be tagged such that they will appear in the CRM system. Similarly, if one is within the CRM system and wants to send an e-mail, copies should be placed into the individual’s Sent box in Outlook. Examples include, but are not limited to:

- From Outlook calendar create note page in CRM under contact/company section therefore tracking meeting history;
- Create new contacts in either Outlook or the CRM system and have it synchronize;
- From Outlook task items create new/or update actions in CRM system.

**Required:**

Please describe if and how your system works with MS Outlook and which versions. What type of information can it share with Outlook? Please provide an example of a similar implementation with a reference that OCE can contact.

In your response, please refer to the description of the needs of OCE with respect to seamless integration and the ability to work within Outlook.

**Mobile Devices**

Nearly half of the organization spends a substantial amount of their time out in the field. Such personnel are not always able to find a Wi-Fi hotspot or the time to sit down with a laptop to log onto the MIS or CRM systems. Mobile devices are the preferred method for accessing the CRM system. Functionality required would be the ability to search or query, view critical information and enter new information or modify existing data.

**Required:**

Please describe if and how your system works with mobile devices and identify which operating systems are supported. Is this capability provided via a mobile application as opposed to simply logging in via a web browser? What type of security is available other than log-in authentication (e.g., encryption)? Please provide an example of a similar implementation.
Integration with Existing OCE Systems and Tools

As previously mentioned, OCE has a web-based database platform hosted at an off-site application service provider. The backend databases in this system are in MySQL. The CRM software should be able to create integration with MIS through standard formats such as web services, API and also should be able to export/import data using standard templates such as XML.

An example of the type of seamless integration that is desired is the ability to have the associated program information in AccessOCE (SmartSimple) displayed within the CRM system and be able to go from the contact in the CRM to those projects by clicking on a link. To achieve this, it will be necessary to be able to synchronize data from the SmartSimple contact database to data in the CRM.

It is expected that CRM will be able to provide a set of APIs to make it easy for OCE to integrate the CRM with web-based services, including Bizzabo, MailChimp and Hockeystick.

**Required:**

Please describe how your system can be connected or integrated to SmartSimple based on the above. Has your CRM solution been integrated or connected in a similar manner with other similar types of systems? If so, please describe how this was achieved and the extent to which it was integrated.

Also describe what kind of communication format (API, web services) your CRM system supports and how these tools can be customized. Can customization can be done in-house and are there additional requirements to modify or create a template (i.e., training, permissions)?

5. Other Questions and Requirements

Please provide information for the following areas:

Security and Hosting

Given the need for 24/7 access and availability, it is assumed that a SAAS solution will be the most cost-effective and efficient methodology for the CRM solution selected by OCE. **OCE is required to retain all data resident in Canada only, including any mirror or backup sites. Cloud-based data warehouses must be hosted securely in Canada.** As such, OCE requires all data to be physically situated within Canada and accessed with minimum TLS 1.2 encryption. OCE will require the IP address of SMTP server for email relay.

**Required:**

Does the bidding organization provide a SAAS solution and can they be guaranteed to host all data within Canada? If the bidding organization does not provide the hosted services, is OCE required to find their own hosting service or can one be recommended? Has this service been used by other clients of the bidding organization?

Describe the security and log-in authentication used by the SAAS solution. Are there other requirements for implementing such a solution?

Describe the data backup and restore/recovery facility included in the solution.
Other

- What browsers are supported?
- Is training available for staff?
- Is there a dealer, reseller, consultant, or other vendor, including yourself, who would be available to meet face to face when required at the time of development and ongoing support?
- What are your standard support and maintenance offerings with the solution?

Required:

Please provide answers to the bullet points above.

6. Timing and Effort Required

How long do you estimate that it will take to do the following activities:

- Base installation of the system and hosting setup;
- CRM customization; including dashboard and reporting configuration;
- Data migration and optimization, including tagging; and
- Integration with OCE’s other systems and marketing tools.

If it is not possible to provide OCE with an accurate estimate of the integration costs, please indicate exactly what information would be required in order to provide a reasonably accurate estimate prior to the submission deadline so OCE can endeavour to furnish the same within two (2) business days.

E. Bidding Requirements:

Financial

Required:

Please provide breakdown of all relevant costs for the system including:

- Requirements gathering, design and documentation

- Software system with breakdown including:
  - Initial software license cost and license terms;
  - Initial costs for hosting setup if applicable;
  - Annual license fees
  - Annual license fees for recommended optional features if applicable (e.g. mobility support)
  - Annual mandatory and optional maintenance, upgrade and support fees
  - Hosting fees;
  - Any additional costs required for hosting such as the purchase or rental of equipment;
  - Integration costs (development and any additional fees);
  - Any other requirements (e.g., Sharepoint, Office 365, Windows 7, local software, etc.);

- Implementation costs
  - Rates (per diem or per function) for standard implementation
  - Interface development and documentation
  - Per diem costs for customization
For the purposes of budget estimation, the number of CRM users for the OCE will be a minimum of 50 but could increase to 100 over time, with a ceiling cost per user of $1000.

Please also provide any other relevant information not specifically listed above.

**Firm Overview and Expertise**

Please provide an overview of your firm including length of time in business, core competencies, relevant capabilities, and the expertise of any personnel who would be assigned to complete the required work on integration and customization.

**Conflict of Interest**

Identify the nature of any potential conflict of interest your firm might have in providing services to OCE. Discuss fully any conflicts of interest, actual or potential, which might arise in connection with your firm’s involvement with OCE. If your firm believes that a conflict of interest might arise, please describe how such conflict would be resolved.

**References**

Please describe CRM solutions similar to that requested by OCE that you have installed. Please focus on similar organizations, that is, not-for-profits or organizations providing services for economic development programs or projects. Sites that will be of most interest to OCE in determining how best your solution might work will be those which have field personnel, significant Outlook integration and integration with other third party systems.

Please provide three references that OCE can contact. These references should have had some implementation similar to requirements identified above with particular focus on integration and customization.

**Subsequent Terms and Conditions**

- This RFP does not create an employment relationship. Individuals performing services required by the contract are not employees of OCE. Vendor’s employees shall not be considered employees of OCE and as such shall not be eligible for benefits accruing to OCE employees
- Any changes to scope of services and associated costs following execution of contract must be submitted in writing and are subject to approval by OCE
- Travel and travel reimbursement is not authorized for this acquisition
- The vendor will be paid upon submission of proper invoices to OCE at the prices stipulated on the contract
- Invoices will contain the contract number and reference number

**Proposal Submissions**

i. **Selection Process**

Scoring for the evaluation will be broken down as follows:

- Features (30%):

How closely the system meets the identified features and functions listed in the RFP. How well, in the reviewers’ judgement, the system can meet OCE’s needs, purpose and use across the organization as described in Section C.

- Customization (15%):
  - Level of customization available and extent to which it can be managed in-house;
- Integration (20%):
  - Extent to which Outlook can be integrated, mobile devices can be used in the field,
  - Third-party connectivity to OCE’s systems
  - API integration;
- Pricing and Licensing Model (25%):
- Experience with similar firms and references (10%).

OCE staff will review and evaluate submitted proposals, and make recommendations for contract awards. Consideration will be given to offeror’s responsiveness to information requested and criteria for selection.

Note that during the selection process OCE may call for interviews (by phone) or in-person presentations/demonstrations to gather additional information.

OCE expects to contract with the bidder whose proposal demonstrates that its performance of the work would be most advantageous to OCE, with price and other factors considered. OCE reserves the right to award a contract to other than the low offeror, or not to make an award, if that is deemed to serve its best interest.

Proposals submitted in response to this RFP will not be returned. It is the understanding that the contents of the proposals are the property of the agency and will not be utilized in any marketing efforts unless the agency enters into a written agreement with OCE.

ii. Schedule

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<thead>
<tr>
<th>Item</th>
<th>Date</th>
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<tbody>
<tr>
<td>Release of RFP</td>
<td>October 11, 2018</td>
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<tr>
<td>Due Date</td>
<td>October 31, 2018</td>
</tr>
<tr>
<td>Demos</td>
<td>Week of November 12, 2018</td>
</tr>
<tr>
<td>Final Notification</td>
<td>No later than November 23, 2018</td>
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iii. Submission and Questions

Proposals should be submitted electronically by 1:00p.m. on October 31, 2018 to:

Mr. Gianpaolo Andreis  
Manager, Marketing & Digital Media  
Ontario Centres of Excellence  
325 Front Street West, Suite 300  
Toronto, ON M5V 2Y1  
Gianpaolo.Andreis@oce-ontario.org

Questions may be addressed electronically to the above-named at Gianpaolo.Andreis@oce-ontario.org. Responses may or may not be shared with all potential bidders. If you do not receive an acknowledgement of receipt of your proposal within 24 hours, please contact the above e-mail address to ensure that it was received.