Simply Better
Integrated Solutions Platform
Request For Proposal

Mace Information Handling Classification: Confidential

24 November 2015

Version No: 2_0
Author: Kevin.Crouch@Macegroup.Com

Document History

Revision History

Version	Author	Summary	Date
0_1	K.Crouch	Draft	23/10/15
0_2	K.Crouch	SME feedback	02/11/15
1_0	K.Crouch	Draft release	11/11/15
2_0	M. Moulinier	Added section. 3.1.10 for quality management / GRC	24/11/15

Contents

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

||||mace

Instructions

1.1 Introduction

Mace is an international consultancy and construction company, offering integrated services across the full property and infrastructure life cycle.

Examples of previous high profile projects that Mace has been involved in include the London Olympic Park, the Coca Cola London Eye, The Shard, 4 World Trade Centre, the British Museum Great Court, Heathrow Airport, Birmingham New Street station and Kingdom Tower (Saudi Arabia) which will be the world's tallest building at over 1km tall and 3x the height of The Shard.

Simply Better is an internal business transformation programme to introduce efficiencies across the Mace Group's corporate services and front line services. The Systems and Automation workstream within Simply Better will realise tangible benefits to the business through the implementation of simplified, centralised, standardised and automated business processes enabled through a new integrated systems platform.

Mace currently has a systems estate that is a result of a 10 year best of breed strategy incorporating Commercial Off The Shelve (COTS) products with associated customisations alongside a legacy bespoke internally developed system. One outcome of the programme is the consolidation and migration of our current systems to a new integrated solutions platform.

This Request For Proposal (RFP) is for the delivery of a new robust and scalable integrated systems platform to support the Mace business over the next 5-10 years globally.

1.2 Response timetable

Stage	Date by
Mace issues RFP (draft)	11/11/15
Respondents confirm intention to submit proposals	16/11/15
Mace issues RFP (final)	20/11/15
Respondents participate in detailed product demos	11/12/15
Respondents written proposals due	16/12/15

1.2.1   Respondents must ensure they deliver all required proposals by the times and dates specified in the Timetable above. Failure to do so may result in their proposal being rejected.

1.2.2   Mace is not obliged to follow this timetable and may amend the timetable and award process at its discretion and without notice to any respondent.

1.3 Confidentiality and use of information

1.3.1   Each respondent, by participating in this RFP process, agrees that:

1.3.2   It will keep and treat as confidential the existence and contents of this RFP and all information disclosed by Mace in this RFP and during the RFP process;

1.3.3   It will use such information disclosed by Mace solely for the purposes of responding to this RFP;

1.3.4   It will not reproduce any part of this RFP or its appendices (or any other information disclosed by Mace during the RFP process) in whole or in part, unless specifically required for internal use in responding to the RFP;

1.3.5   It will not disclose any part of this RFP or its appendices (or any other information disclosed by Mace during the RFP process) to any third parties without the prior written

consent of Mace except to such employees, agents and representatives on a "need to know basis" for the purpose of responding to this RFP;

1.3.6   All proprietary rights and intellectual property rights and all other title and interest in and to the contents of this RFP and its appendices (and any other information disclosed by Mace during the RFP process) are vested in and shall remain vested in Mace,

1.3.7   Participation in this RFP process shall not operate to grant a Respondent any right, title or interest in or to the contents of this RFP and its appendices (and any other information disclosed by Mace during the RFP process).

1.4 General Proposal Instructions

1.4.1   Respondents must email their proposals electronically to:

> Alan Webb
> ICT Director
> Mace Limited
> 155 Moorgate
> London
> EC2M 6XB
> Email: alan.webb@macegroup.com

1.4.2   Electronic copies of proposals must be received no later than the date and time specified in the timetable above.

1.4.3   Once submitted, the respondent's proposal must be valid for one year following the date of submission.

1.4.4   By submitting a proposal, respondents agree to all applicable provisions, terms and conditions associated with this RFP.

1.5 Proposal Requirements

1.5.1   Respondents must respond to all sections of this RFP to which you are bidding, except Sections 1, and 2, which are for information only.

1.5.2   Respondents should incorporate the RFP text into their proposal and then respond to each specific question requiring an answer in a different colour, e.g. BLUE.

1.5.3   Respondents should state at the start of each answer whether they are Compliant, Non-Compliant or Partially Compliant and provide a detailed response outlining which part of their product supports this requirement, to what extent and what constraints we should be aware off. Dependant on how their product is licensed it must be clear to map license cost(s) to each system feature.

1.5.4   For respondents to be compliant, they must base their answers on software functionality available today within software in production as at the time of the response. If there is functionality that will be available in a future realise they should specify which release and when it is expected.

1.5.5   However – this RFP encourages 'outside the box' thinking – and so if respondents believe there is a better solution for Mace then they may propose this as a separate option. However, to allow us to compare like with like then it is essential that the mandatory responses are properly answered and quoted for.

1.5.6   Respondents must ensure that each question is answered in full and is not answered by referring to another document or directing to a website other than where a web site may be a point of reference to provide live demonstration of specific features of the service requested. Using marketing material to answer a question is also strongly discouraged.

1.5.7   Respondents must separate one-off costs and recurring costs. These must be broken down to provide transparency. A single cost with no transparency of how this cost is made up will not be accepted.

1.5.8   Mace specifically requires a cloud or fully managed service and as such this is the only option detailed within this RFP. Respondents should provide pricing within this in mind.

1.6 Cost of Participation

1.6.1   Each respondent is responsible for all costs associated with the preparation and submission of its proposal. Mace shall not be responsible or liable for any costs incurred by a respondent in the preparation and submission of its proposal or any other costs incurred in participating in any aspect of this RFP process.

1.7 Rejection of Proposals

1.7.1   Mace reserves the right in its absolute discretion to reject any proposal which it considers to be non-responsive, non-compliant, late in submission or unsatisfactory in any way. Mace shall have no obligation to award a contract for work, goods and/or services, whether in whole or in part, as a result of this RFP.

1.8 Respondent Selection

1.8.1   Mace reserves the right to select a preferred supplier (whether in whole or in part) based on the information provided in the proposals received but also reserves the right to conduct follow-on discussions or request proposal revisions, if deemed necessary. The respondent(s) selected as preferred supplier will be chosen on the basis of Mace's evaluation and determination of which respondents will provide the greatest benefit to Mace, not necessarily on the basis of lowest price. For the avoidance of doubt Mace has no obligation to select any of the respondents as its preferred supplier or to reveal how respondent's proposals were assessed.

1.9 Evaluation Criteria

1.9.1   Respondents will be evaluated on the basis of both their written proposals and subsequent product demonstrations. However, Mace may use information other than that provided by the respondents in its evaluation. Subject to the above, respondents will be evaluated against the following criteria which are presented in no specific order of importance and respondents should not take this as an exclusive list:

1.9.1.1 Ability to deliver the features as required and with proven capability.

1.9.1.2 The level of commercial improvements and benefits offered for Mace.

1.9.1.3 Ability to implement any new solutions or changes to agreed timescales.

1.9.1.4 Ability to meet the requirements and provide deliverables/documentation as stated throughout the RFP.

1.9.1.5 Respondent's financial stability.

1.9.1.6 Customer references and relevant project history.

1.9.1.7 The respondent's ability to provide dedicated resources to the account.

1.9.1.8 The respondent's ability to respond to Mace' needs in the various areas.

1.9.1.9 Quality and timeliness of the respondent's proposal and presentation.

1.9.1.10   Strength of solution design to meet Mace' operational needs.

1.10 Legal Requirements

1.10.1 Respondents' warranties:

In responding to this RFP the respondent represents and warrants as follows:

1.10.1.1	That it has complied with all provisions of this RFP;
1.10.1.2	That all aspects of its proposal are true, complete and accurate in all material respects;
1.10.1.3	That it has the authority to offer the goods, services and any other materials specified in its proposal;
1.10.1.4	That it is of sound financial status and it is not aware of any circumstances that may affect its financial standing or ability to perform its obligations were it to be successful in this process.

1.10.2 Disclaimers:

1.10.2.1	An invitation to submit a proposal does not in any way imply that a respondent has met (or is capable of meeting) any Mace selection criteria.
1.10.2.2	The information contained in the RFP and its appendices (and any other information disclosed by Mace during the RFP process) has been provided in good faith, but has not been independently verified, and neither Mace, nor any of its employees or contractors, makes any representation or warranty, express or implied, or accepts any liability or responsibility for its accuracy, completeness or usefulness of any information, data, or processes disclosed herein.

2 High level overview of current systems and future vision

(No responses required for this section, for information only)

2.1 Current Systems & processes

Mace current system estate is composed of a mix of customised Commercial Off The Shelf (COTS) and fully bespoke systems which have been developed internally.

The BMS (Business Management System), developed over the last 20 years, contains most of Mace master datasets such as employees, projects, clients and suppliers.

Over the last 10 years, the current system estate has evolved based on a 'best of breed' approach to deliver localised solutions to specific business requirements. For example, a new Expenses system was implemented to ensure tax compliance.

The 'best of breed' approach has resulted in the need for integration between systems to ensure consistency of information. Because a tactical approach was used to focus only on critical system integration, there are data discrepancies across Mace's system estate.

Mace's business processes are also un-unified with parts of the business, in different sectors, services and geographic regions working in different ways. Mace's systems have not been able to support these ways of working which has resulted in manual processes persisting.

Mace has recently instigated a change freeze to its system estate to accommodate the Simply Better programme. However, there will be changes required from time to time, to accommodate critical requests such as legislative or regulatory requirements.

2.2 Future Vision

Mace require a single, comprehensive integrated system platform covering key simplified processes in the business globally in a standard way, delivered and supported by centralised overhead functions and driving comprehensive yet simplified reporting. Creation of sustainable controls on top of clear processes and policies is a must have.

Data quality, timeliness and accuracy is a persistent challenge where the business is looking for a strong drive to implement improvements in our data capture and reporting capability.

Key areas have been identified that an integrated systems platform should provide a solution too;
- Configurable workflow and authorisation levels, audit trails, document management.
- Reduce the monthly financial close process from current work day 12.
- Reduce the need for reconciliations at all levels.
- Automation and reduction of manual transactional and data processing.
- Automation of reports and dashboards.
- Reduce the need for corrections.
- Business decision making based on lead rather than lag indicators.
- Improve resource utilisation.
- Increase profitability and margins.
- Strategic procurement.
- Reduce and control overhead spend.
- Tax compliance.
- One version of the truth.

3 Integrated Solutions Platform Requirements

3.1 Proposed Solution

Questions requiring a Response:

The required systems solution has been articulated as a set of features and functions against a grouping of high-level business lifecycle and process areas.

Against each area, for each feature or process, please specify if your proposed product is Compliant (C), Non-Compliant (NC) or Partially Compliant (PC). This should be complimented with a brief narrative as to which area of functionality achieves the compliant or part-compliant status. The respondent should explain any limitations in achieving part or full compliance.

Assume an organisation of 5000 employees globally of which 50% of employees perform a line management role, with 50 HR and 150 Finance professionals managing the business workforce and performance.

Mace consists 4 key business areas: Construction, Consultancy, Investments and Corporate Services which span across 150+ legal entities / branches, operating across 65+ countries. There are 5 main regional hubs (London, Dubai, Johannesburg, New York & Hong Kong).

Respondents should also provide costs per single unit (1 user license) for the purposes of cross-vendor benchmarking. Respondents should clearly articulate how their user licensing model applies across the features list which features are available should there be varying license types (i.e. standard end user, super user, etc.). License management capability is required to be understood, i.e. named user licensing, transferability, concurrency, true-up, etc. Associated costs must also be made clear.

Respondents are requested to outline licensing pricing against each feature or process. Should features be delivered as part of a modular licensing model then full transparency is required to understand the cost to achieve the feature or functional item.

Respondents should articulate estimated effort in days per resource required to implement each process area using a standard and established method.

3.1.1   General Requirements

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.1.1	General	Mobile first – full system features & reporting accessible on Windows mobile, IOS, Android. Please specify which features have a mobile application Vs HTML5 pages.		
3.1.1.2		Configurable workflow for all business processes, auditable and reportable		
3.1.1.3		Document management required for evidencing lifecycle or workflow stage gates – please specify how this may be of benefit		
3.1.1.4		Multi-currency - please specify currencies and what extent multi-currency features are available		
3.1.1.5		Multi-lingual – please specify languages and what extent multi-lingual features are available		

3.1.2 Hire to Retire (H2R)

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.2.1	General	Multi-lingual support – please specify which languages		
3.1.2.2		Multi-currency, including base-currency support – please specify which currencies		
3.1.2.3		Document management		
3.1.2.4	HR	Company structures – locations, departments		
3.1.2.5		Employee structures – line manager hierarchies		
3.1.2.6		Employee types, including direct and in-direct employees		
3.1.2.7		Absence management – including annual leave, sickness, doctors' appointments & working from home requests		
3.1.2.8		Employee relations case management		
3.1.2.9		On-boarding, Starters, Movers, Leavers management – including workflow to multiple parties.		
3.1.2.10		Variations to employment terms		
3.1.2.11		Employee information requests, e.g. mortgage references, statements of earnings.		
3.1.2.12		Employee history, including document management – filing of all formal documents (i.e. offer letter, contract etc.) with version control		
3.1.2.13		Employee Handbooks -– central content repository with version control, publishable in multiple locations (intranet, documents, email)		
3.1.2.14		HR Policy Management – central content repository with version control, publishable in multiple locations (intranet, documents, email)		
3.1.2.15		Employee surveys - annual engagement survey plus ongoing exit survey		
3.1.2.16		Management of immigration documents e.g. visa / work permit expiry		
3.1.2.17		Management and payment of agency staff submitting timesheets		
3.1.2.18	Self Service	Employee portal – view and manage payslips		
3.1.2.19		Employee portal – view and manage employee details & history (include all information and activities that can be managed, administrated, viewed and reported)		
3.1.2.20		Line Manager portal – view and manage team details		
3.1.2.21		Employee portal - manage personal details including emergency contact information, address and bank details		
3.1.2.22		Manage submission of employee requests (mortgage letters, leave requests, references)		
3.1.2.23	Time Capture	Timesheets (weekly and monthly)		
3.1.2.24		Authorisation workflow		
3.1.2.25		Integration to billing		
3.1.2.26		Integration to payroll		
3.1.2.27		Integration with Microsoft Outlook		
3.1.2.28		Time capture reporting		
3.1.2.29	Recruitment	Identify, Request and Create a new role or position		
3.1.2.30		Create job specifications		
3.1.2.31		Post a job online (via internal and external channels)		

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

█▌█▌mace

3.1.2.32		Integration with LinkedIn and search function		
3.1.2.33		Candidate application tracking and management incl. shortlisting.		
3.1.2.34		CV parsing and CV indexing		
3.1.2.35		MS Outlook integration		
3.1.2.36		Candidate portal with the ability to receiving information from Mace and submitting documents to Mace. Documents should be attached to a candidate record and persist though employment should the candidate be successful.		
3.1.2.37		Background checks, including immigration, employment history and reference requests, education and skills validation.		
3.1.2.38		Manage offers of employment		
3.1.2.39	Learning & Development	Mandatory training (H&S, Diversity training etc.)		
3.1.2.40		Training records management – prior to Mace and during Mace employment		
3.1.2.41		Emerging Talent programmes (graduates, undergraduates, apprentices, trainees)		
3.1.2.42		SCORM compliant learning management system including hosting of E-learning		
3.1.2.43		Online and classroom based course management, including invites, booking, cancelations, pre-requisites, homework, exams and certifications		
3.1.2.44	Career / Performance Management	Performance management		
3.1.2.45		Career development plans		
3.1.2.46		Appraisals (annual and probationary)		
3.1.2.47		Performance and potential matrix. A.k.a. 9 box grids or talent matrix		
3.1.2.48		Salary and Bonus reviews		
3.1.2.49		Succession planning		
3.1.2.50		Mandatory training attached to individuals/groups based on their job role/grade/line management responsibility, plus management of expiry of mandatory certification		
3.1.2.51		Training needs analysis		
3.1.2.52	Reporting	Cost To Employee (CTE) reporting		
3.1.2.53		Headcount reporting		
3.1.2.54		Employee terms and conditions		
3.1.2.55		Offers / starters / movers / leavers reporting		
3.1.2.56		Diversity reporting		
3.1.2.57		Sickness and other absence reporting		
3.1.2.58		Payroll reporting including monthly variance reports		
3.1.2.59		Employee turnover / attrition		
3.1.2.60		Recruitment pipeline / skills gap analysis		
3.1.2.61		Resource utilisation		
3.1.2.62		HR / Employee Key Performance Indicators (KPI's)		
3.1.2.63		Training & Talent reports including 9 box grid, appraisal, performance management		
3.1.2.64		Promotions reporting		
3.1.2.65		ER case reporting		

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

mace

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.2.66		Mail merges to email and word		
3.1.2.67		Dashboard reporting on recruitment consultant performance against targets		
3.1.2.68	Misc.	Manage Subject Access Requests		
3.1.2.69		Compliance with the Data Protection Act		

3.1.3 Payroll to Payments

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.3.1	General	Payment of different employee types (employees and non-Mace employees)		
3.1.3.2	Payroll	Administrate & process global Payroll internally		
3.1.3.3		Administrate & process global payroll via a bureau partner		
3.1.3.4		Integrations with 3rd party systems via a configurable API		
3.1.3.5		Process Net payroll against all global countries in scope		
3.1.3.6		Process Gross payroll against all global countries in scope		
3.1.3.7		Gross to Net calculations		
3.1.3.8		Calculation of statutory payments e.g. sick pay, maternity pay, paternity pay etc.		
3.1.3.9		Issue hard copy and electronic payslips		
3.1.3.10		Ad-hoc and non-standard payments & deductions		
3.1.3.11		Process employee tax codes (UK)		
3.1.3.12		Manage year end and Issue annual pay summary (P60) – and global equivalents		
3.1.3.13		Issue annual benefits summary (P11D) – and global equivalents		
3.1.3.14		Issue leaver tax summary (P45) – and global equivalents		
3.1.3.15		Process miscellaneous payments. E.g. Overtime, commission, ad-hoc salary increases, changes to car allowance or other allowances, student loan payments, charitable giving payments		
3.1.3.16		Self-service portal – view online payslips, P11Ds, P60s, pay history		
3.1.3.17		Self-service portal – update personal details, bank details		
3.1.3.18		Manage Payroll cut-offs, re-calls, error corrections		
3.1.3.19		Process expense payments via payroll		
3.1.3.20	Benefits	Administrate the Mace benefits package		
3.1.3.21		Manage employee benefits		
3.1.3.22		Self-service portal – manage benefits		
3.1.3.23		Flexible benefits / benefits trading		
3.1.3.24	Misc.	Tracking and management of an employee specific Profit & Loss account (P&L)		

3.1.4 Opportunity to Bid

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.4.1	General	Create & manage Customer records centrally		
3.1.4.2		Single view of clients		
3.1.4.3		Client and customer hierarchies		
3.1.4.4		Create & manage People records		
3.1.4.5		Contacts management		
3.1.4.6		Customer Relationship Management (CRM)		
3.1.4.7		Sources (NEC3, OJEU)		
3.1.4.8	Opportunity	Lead and opportunity tracking		
3.1.4.9		Cross-selling		
3.1.4.10		Bid / No-Bid decision tracking / analysis		
3.1.4.11	Bidding	Bid content management		
3.1.4.12		Bid content creation		
3.1.4.13		Bid material repository		
3.1.4.14		Resource management		
3.1.4.15		Timesheets		
3.1.4.16	Commercials	Service offering / quotes / revenue & margin modelling		
3.1.4.17	Bid / No-Bid	Legal review		
3.1.4.18		H&S review		
3.1.4.19		Quality review		
3.1.4.20		Risk assessment		
3.1.4.21	Conversion	Bid to Award conversion authorisation		
3.1.4.22	Resourcing	Capacity analysis / recruitment		
3.1.4.23	Reporting	Pipeline & conversion reporting		
3.1.4.24		Opportunity hierarchies		
3.1.4.25		One-to-many opportunities		
3.1.4.26		Top 10 clients		
3.1.4.27		Repeat order business		
3.1.4.28		Bid spend analysis		
3.1.4.29		Pipeline reporting including win rates & profitability		
3.1.4.30	Integration	Data integration with Mace's corporate website		
3.1.4.31		Integration with the Order to Cash processes		
3.1.4.32		Microsoft Outlook integration		
3.1.4.33	Devices	Opportunity tracking and management via mobile devices, tablets and laptops		
3.1.4.34	Misc.	Capture of customer satisfaction surveys (3rd party access required)		

3.1.5   Project Lifecycle / Project Accounting

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.5.1	General	Configurable project lifecycle workflow including stage gate reviews and authorisations – e.g. Opportunity, Bid, Award, Mobilise, Define, Feasibility, Design, Implement, Operate, De-Mobilise		
3.1.5.2		Set-up project record (new, convert from opportunity)		
3.1.5.3		Project hierarchies, portfolio management, programme management & sub-projects		
3.1.5.4		Frameworks		
3.1.5.5		Project based scenario analysis, what-if analysis i.e. changing grades, resources etc.		
3.1.5.6		Configurable project lifecycle workflow dependant on project criteria (i.e. large construction project Vs small consultancy project). Workflow should include dynamic approvals and evidence capture via document attachments.		
3.1.5.7	Project Delivery	Project Management		
3.1.5.8		Project Cost tracking, including budget Vs Actual, with accruals		
3.1.5.9		Project Billing (specify all types of billing)		
3.1.5.10		Project Budget Vs Actual		
3.1.5.11		Project Forecasting (including cash flow forecasting)		
3.1.5.12		Work Breakdown Structures		
3.1.5.13		Earned Value including schedule integration with products		
3.1.5.14	Integrations	Integration with Asta Power Project		
3.1.5.15		Integration with Primavera P6		
3.1.5.16		Integration with Microsoft Project		
3.1.5.17		Integration with cost estimating tools – please specify		
3.1.5.18		Integration with planning tools – please specify		
3.1.5.19		Integration with collaboration tools – please specify		
3.1.5.20		Native integration with any other 3rd party tools – please specify		
3.1.5.21	Reporting	Project Dashboards		
3.1.5.22		Cash flow reporting		
3.1.5.23	Resource Management	Resource availability		
3.1.5.24		Resource types including Mace & non-Mace employees, contractors, sub-contractors, 3rd party resources.		
3.1.5.25		Resource planning (including unnamed or as yet non-existent people)		
3.1.5.26		Shared resources		
3.1.5.27		Resource requests & approvals		
3.1.5.28		Utilisation (historic & forecast)		
3.1.5.29		Capacity planning		
3.1.5.30		Employee certifications		
3.1.5.31		Skills searching		
3.1.5.32		Multi-CV management		
3.1.5.33		Experience management		

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

mace

3.1.5.34	Project Accounting	Project billing management (Terms, Fixed Price, T&M, Milestones, Rates)		
3.1.5.35	Revenue Recognition	As Billed, % complete, WIP, Deferred revenue, Rateable		
3.1.5.36		Online Cost Value Reconciliations (CVR) & reporting		
3.1.5.37	Job Costing	Project Profitability		
3.1.5.38		Intercompany		
3.1.5.39		Transfer Pricing		
3.1.5.40	Misc.	Multi-Currency		
3.1.5.41		Multi-Lingual		
3.1.5.42		Multi-Tax		
3.1.5.43		Multi-Book		
3.1.5.44		Audit trails including all audit trails for authorisations and approvals including what was authorised, by whom and by when		

3.1.6   Order to Cash (O2C)

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.6.1	General	Customer account management (Set-up, amend, close, create hierarchies)		
3.1.6.2		Set up dynamic workflow including delegated authority levels		
3.1.6.3		Interface with project lifecycle / project accounting		
3.1.6.4		Multi-lingual support – screens, data, reports		
3.1.6.5		Multi-currency		
3.1.6.6	Credit Management	Manage credit requests		
3.1.6.7		Analyse & monitoring of new and existing customer credit risk exposure		
3.1.6.8		Bankruptcy & litigation processes		
3.1.6.9	Pre-Order Management	Manage and generate Quotes		
3.1.6.10		Contact Management		
3.1.6.11		Manage commercials - pricing and discounts		
3.1.6.12	Order Management	Order receipt and validation		
3.1.6.13		Validate quotes, contracts and PO agreements		
3.1.6.14		Schedule orders / payment schedules		
3.1.6.15		Change Management / Instructions		
3.1.6.16	Order fulfilment	Supply Chain Management coordination		
3.1.6.17	Billing	Revenue recognition		
3.1.6.18		Generate & dispatch invoice, post to ledgers		
3.1.6.19		Pre-Payments		
3.1.6.20	Collections	Collection process & policy management		
3.1.6.21		Calling strategies / debt chasing		
3.1.6.22		Reminder letters/emails (multi-lingual capabilities required)		
3.1.6.23		Customer account management & analysis		
3.1.6.24		Dispute tracking & resolution		
3.1.6.25		Debt management		

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.6.26		Bad debt write-offs		
3.1.6.27	Deductions & Disputes	Dispute management		
3.1.6.28		Deductions, Credit notes, adjustments		
3.1.6.29	Cash	Receive and manage customer payments		
3.1.6.30		Reconcile accounts		
3.1.6.31		Apply cash remittances		
3.1.6.32		Cash & bank reconciliations		
3.1.6.33		Billing adjustments		
3.1.6.34		Forecasting		
3.1.6.35	Intercompany	Intercompany transactional processing & reporting		
3.1.6.36	Reporting	Project income reports		
3.1.6.37		Project aged debt		
3.1.6.38		Client aged debt		
3.1.6.39		Invoices raised reporting		
3.1.6.40	Integrations	Integrations using API's (or alternatives) to banking institutions (UK and global)		
3.1.6.41	Misc.	Customer queries – phone and self-service		

3.1.7   Procure to Pay (P2P)

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.7.1	General	Catalogue management (internal & external catalogues)		
3.1.7.2		Supplier management (new & existing suppliers – tendering / contracts / prequalification, supplier grouping including hierarchies)		
3.1.7.3		3-way matching		
3.1.7.4		Package & skill management		
3.1.7.5		Authorisation rules and workflow		
3.1.7.6		Spend limits at cost centre / nominal levels		
3.1.7.7		Multi-lingual screens / reports / data		
3.1.7.8		Management of Mace's spend and client spend		
3.1.7.9		Sub-contractor orders		
3.1.7.10		Order types including configurable workflow (i.e. sub-contract, plant, other)		
3.1.7.11		Supplier contacts management		
3.1.7.12		Supplier capacity planning		
3.1.7.13	SCM	Supplier performance monitoring / KPI management		
3.1.7.14		Supplier KPI capture (up to 40 KPI's) & reporting, per supplier, per package, per project, per month.		
3.1.7.15		Supplier & sub-contractor pre-qualification checklists, including workflow using a self-service portal and evidence capture including document uploads. Workflow must include ability to ensure legal review is a gateway approval, including document capture.		
3.1.7.16		Preferred suppliers		
3.1.7.17		Supplier tender assembly. Master Bid Lists / Formal tendering process management		
3.1.7.18		Competitive E-tendering and e-auction for works using Mace's supply chain.		

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

‖‖mace

3.1.7.19		Supplier and package contract management		
3.1.7.20	Planning	Purchase volume estimation		
3.1.7.21	Requisition	Create requisitions		
3.1.7.22	Purchasing	Generate / send purchase orders		
3.1.7.23		Approve purchase orders		
3.1.7.24	Receipting	Advance shipping notifications		
3.1.7.25		Delivery Notes		
3.1.7.26		Proof of delivery / acceptance		
3.1.7.27	Payments	Invoice processing (hard copy & electronic)		
3.1.7.28		PO flip (raise PO's and automatically raise our invoice)		
3.1.7.29		Variance resolution (credit & debit notes, pro-formas, draw down)		
3.1.7.30		Remittance advices (hard copy & electronic)		
3.1.7.31		Processing payments & pre-payments		
3.1.7.32		Internal retentions		
3.1.7.33	Reporting	Procurement analysis / trends / forecasting		
3.1.7.34		Spend analysis		
3.1.7.35		Bid cost and out-turn cost analysis and trending		
3.1.7.36	CIS	Construction Industry Scheme (CIS) - UK and other geographies		
3.1.7.37		Integrations with HMRC online portal		
3.1.7.38	G-Account	Functionality to support G-Account		
3.1.7.39	Other Procurement areas	Construction sub-contracts		
3.1.7.40		Interim Payment Certificates (IPC)		
3.1.7.41		Self-Billing		
3.1.7.42	Expenses	Integration for payment via payroll		
3.1.7.43		Dynamically configurable approval levels		
3.1.7.44		Auto-approvals		
3.1.7.45		Audit & spot-check functions		
3.1.7.46	Travel procurement / booking	Centralised travel booking system for global travel including flights, trains, cars, taxis		
3.1.7.47		Authorisation workflow		
3.1.7.48	Accommodation booking	Hotel and accommodation booking globally		
3.1.7.49		Authorisation workflow		
3.1.7.50	Other procurement	Stationary		
3.1.7.51		Taxi's / Couriers		
3.1.7.52		E-auctions / E-tendering		
3.1.7.53	Intercompany	Intercompany transactional processing & reporting		
3.1.7.54	Integration	Ability to integrate to cost estimating tools – i.e. Causeway CATO, CostX, CostOs. Please specify all.		
3.1.7.55		Integration with e-procurement networks		
3.1.7.56		Integration to logistics systems		
3.1.7.57	Misc.	Supplier queries – phone & self-service		

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

mace

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.7.58		Supplier self-service pre-qualification & internal configuration and management of pre-qualification criteria & evidence		
3.1.7.59		CIS & withholding tax		
3.1.7.60		Factoring / Financing		
3.1.7.61		E-auctions / E-tendering		
3.1.7.62		Direct and Indirect spend analysis & reports		
3.1.7.63		Sub-contractor orders		
3.1.7.64		Benchmarking		

3.1.8 Record to Report (R2R)

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.8.1	R2R lifecycle	Record of all transactional processing arising from P2P, O2C, HR, Payroll, Fixed Assets, Capital Expenditure)		
3.1.8.2		Close – GL and other ledgers		
3.1.8.3		Close – Non-Financial information		
3.1.8.4		Consolidation – Consolidate & aggregate		
3.1.8.5		Consolidation - Group adjustments		
3.1.8.6		Intercompany posting, reconciliations & reporting.		
3.1.8.7		Report – Internal, External, Regulatory Reports		
3.1.8.8	General	Management reporting & analysis		
3.1.8.9		Budgeting and Forecasting		
3.1.8.10		Treasury management		
3.1.8.11		Risk Management		
3.1.8.12		Regulatory compliance		
3.1.8.13		Taxation		
3.1.8.14		General accounting and reconciliation		
3.1.8.15	Journals	Adjustment entries		
3.1.8.16		Accrual entries		
3.1.8.17		Re Class entries		
3.1.8.18		Reversals		
3.1.8.19		Recurring journals		
3.1.8.20	Balance Sheet	Credit Analysis		
3.1.8.21		Debtor aging analysis		
3.1.8.22		Investments analysis		
3.1.8.23		Cap-Ex analysis		
3.1.8.24		Supplier performance analysis		
3.1.8.25		Trend analysis		
3.1.8.26	Dashboards	Dashboards with full drill-down to row level data sets		
3.1.8.27		Customer centric dashboards		
3.1.8.28		Supplier centric dashboards		
3.1.8.29		Project, programme and portfolio centric dashboards		
3.1.8.30		Group level and business unit centric dashboards		
3.1.8.31	Reporting	Cash flow analysis by project / sector / service / region		
3.1.8.32		Budgeting / planning		
3.1.8.33		Treasury reporting		
3.1.8.34		Supply chain management		
3.1.8.35		Working capital management		

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.8.36	P&L reporting	Fixed / Variable cost analysis		
3.1.8.37		Profitability analysis by project / sector / service / region		
3.1.8.38		Bid and administration expense analysis		
3.1.8.39		Revenue analysis by service / customer / location		
3.1.8.40		Expense analysis by cost centre / business unit / sector		
3.1.8.41	Other reports	Employee utilisation ratios		
3.1.8.42		Employee margin analysis		
3.1.8.43		Overhead analysis		
3.1.8.44		Cap-ex reporting		
3.1.8.45		Head count reporting		
3.1.8.46	Reconciliation	Balance sheet accounts		
3.1.8.47		Bank		
3.1.8.48		Inter-company		
3.1.8.49		Fixed assets		
3.1.8.50		Payables		
3.1.8.51		Receivables		
3.1.8.52	Fixed Assets	Additions		
3.1.8.53		Divestments		
3.1.8.54		Transfers		
3.1.8.55		Depreciation		
3.1.8.56		Support revaluation / Impairment accounting		
3.1.8.57		Project accounting		

3.1.9 Construction Specific functions

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.9.1	General	Construction Industry Scheme (CIS) for UK and other geographies – please specify countries where CIS functionality exists		
3.1.9.2		Interim Payment Certificates (IPC)		
3.1.9.3		Cost Value Reconciliations		
3.1.9.4		Change Management / Orders / Instructions		
3.1.9.5		Document management		

3.1.10 Quality Management/GRC

No.	Area	Feature / Process	C / NC / PC	Detailed Response
3.1.10.1	General	Tracking of key governance documents at life-sages in projects e.g. project service plan at start of project		
3.1.10.2		Management of internal and external audits against quality checklists		
3.1.10.3		Capture of observations, good practice and corrective actions – with dates		
3.1.10.4		Racking and escalation of actions		
3.1.10.5		Incident management and customer complaints (overlap to CRM)		
3.1.10.6		Knowledge capture and dissemination (link to learning management, training)		

		Risk management; links incidents and audit observations to risks		
		Reporting on above and ability to report trends across business units		
		Integration to IT service desk tool for IT incidents; ability to integrate to Health and safety system		

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

||||||mace

4 Change and Project Management

Opening statement:

This section of the RFP covers the change and project requirements for the initial roll-out, on-going deployment and in-life changes.

It is a key requirement of Mace that the systems and functions in the scope of this RFP are implemented to the highest standard. The Respondent's Project Management function must ensure the resource requirement from Mace is kept to a minimum and there is minimal impact to the business as a result of any migration.

Mace expects the respondents to provide a Delivery/Project Manager to oversee all of the respondent's activities and those of any third-party suppliers. Barring circumstances beyond the control of the respondents' members assigned to the project team must remain constant throughout planning, implementation and testing unless otherwise agreed by Mace.

Questions requiring a response:

4.1 Project Team and Methodology

4.1.1   Respondents must describe the methodology, including project-related documents, and approach taken to project implementation for the deployment of an integrated solutions platform. This must include the steps taken to ensure the implementation criteria stated in the opening statements are met, the proposed implementation team structure and acceptance testing procedures.

4.2 Project Plan (Initial Roll-out)

4.2.1   Respondents must provide a brief description and flow chart showing the major steps of the implementation process supported by an outline project plan. This plan should not be a hypothetical representation but a true and realistic representation showing the interdependent activities for the implementation of all system features, functions and processes and the timeline to delivery which the respondents will be willing to contract against, based on implementation commencing in 2016 Q1.

4.2.2   Respondents must confirm that all costs for all implementation activities including design, testing and project management are included in the respondent's proposal.

4.2.3   Respondents must confirm the time and effort taken to install the system(s), configuration timescales, data migration, bringing it live, and the associated planning window.

4.3 Change Management (In-life)

4.3.1   Respondents must outline its approach to change management on receipt of new requirements or changes to existing requirements.

SIMPLY BETTER - INTEGRATED SOLUTIONS PLATFORM
REQUEST FOR PROPOSAL
Mace Information Handling Classification: Confidential

⸜⸜⸜mace

5   Service Management

Respondents should outline their approach to managed services and support and articulate the options available for support and maintenance including the associated pricing, support processes, schedules, and SLA's.

6   Commercial and Contract Requirements

6.1 General Requirements

6.1.1   Respondents must confirm that their proposals are based on a contract period of 5 years with the ability for Mace to terminate the contract without the imposition of cancellation fees, early termination charges and similar analogous penalty where respondents are in default or any other termination triggers are invoked due to respondent's material or persistent breach.

6.1.2   Mace is insistent that there should be no circumstances whatsoever including inflation that could lead to any increases. Respondents will be expected to confirm that the price of the services will stay constant or reduce through years 1 to 5 and must indicate, other than for changes requested by Mace, anything, whatsoever, which would cause the cost of any aspect of the service to change during this period.

6.1.3   Respondents must confirm that their proposals include all the one-time and recurring items and costs required to deliver a full working solution including any necessary consultancy work, project management, service management and training of Mace' staff and the creation of Mace-specific documentation.

6.1.4   Respondents must confirm that they will allow Mace to make upgrades to the term without extending the initial term of the whole contract.

6.1.5   The Mace business may change in size, shape, location, scope focus during the term of the contract. The number of employees will fluctuate during the contract term therefore respondents must detail their ability to facilitate this whilst not penalising Mace commercially.

6.2 Pricing

6.2.1   Respondents must confirm that their prices offered in their proposal will continue to be valid throughout the implementation, and this should be formalised in a price-book for in-contract changes and additions.

6.3 Invoicing

6.3.1   Mace requires a central billing mechanism, either via a portal or as a directly submitted electronic invoice, which they can analyse and which can be split by a provided Mace reference. Respondents should confirm that they can accommodate this or indicate any variance that they would require.

6.3.2   Mace's preferred approach is to receive invoices associated to operating cost annually.

▮▮▮mace

7 Customer References

Questions requiring a response:

7.1 References

(Please adhere to the below questions and provide answers to each question rather than simply referring to a generic reference/case study.)

7.1.1 Respondents must provide two written references to attest to the software and services provided by them. At least one of these references must be a customer with whom the respondent has completed the roll-out within the last 12 months and at least one of these references must have been a customer of the respondents' for over three years.

At least one of these references must be a customer that's business is that of a firm operating within a Consulting PSA sector and that of a firm operating within the Construction sector, using the respondents proposed software solution.
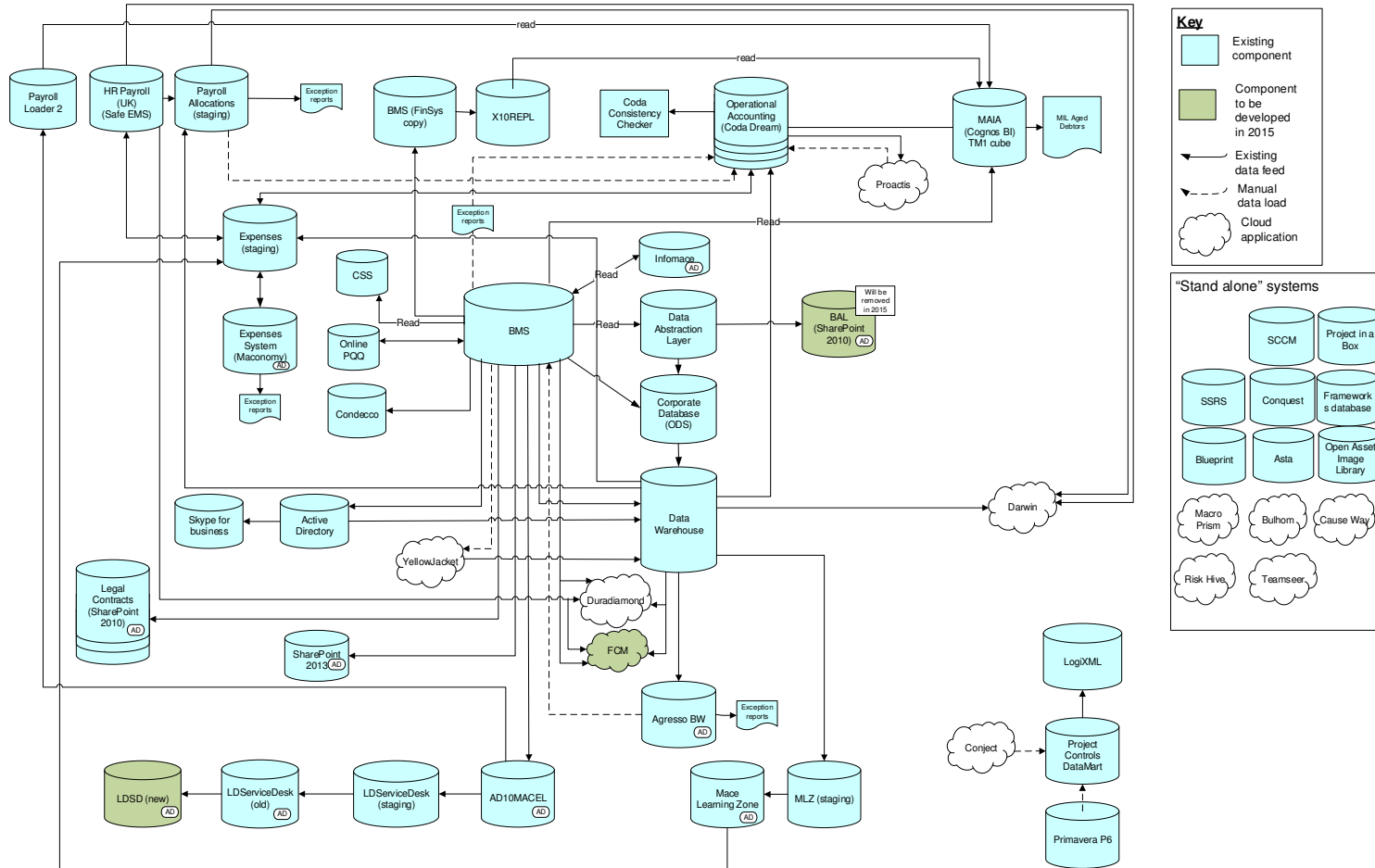
7.1.2 Respondents' references must be customers to whom the respondent provides a service of a similar scope to that required by Mace.

7.1.3 Respondents must provide a short, written introduction to the references explaining why that reference was selected and its relevance to Mace.

7.1.4 Respondents must confirm that they are willing to put Mace in contact with the reference customers with reasonable notice.

7.1.5 Respondents should provide a description of which area within their support structure Mace would reside, i.e. Corporate, Construction, Retail etc. An explanation of how this is best suited for Mace should be included.

7.1.6 Respondents should describe how, with reference to their organisation size and history, they are best positioned within the market to provide Mace with the best possible overall solution.

8   Appendix A

Mace Group
Mace Group Systems Architecture (High level) – Data Interfaces
AS-IS

9 Appendix B

Internal Payrolls:

Region	Country
Sub Saharan Africa	Nigeria South Africa
North America	Canada USA
Europe	UK Poland Germany Spain France Serbia Montenegro Belarus Croatia Morocco Turkey Cyprus Luxembourg (Macro only) Ireland (Construction only) Netherlands (Construction only)
MENA & India	Dubai India (Macro) (to be confirmed)
Asia Pac	Vietnam Hong-Kong Macau - to be confirmed
Australasia	Australia

Outsourced Payrolls (currently):

Region	Country
Europe	Austria Belgium Denmark France Germany Ireland Italy Netherlands Portugal Spain Sweden Switzerland