



REQUEST FOR PROPOSAL  
SENIOR BUSINESS INTELLIGENCE ARCHITECT  
Prepared For: The BC Liquor Distribution Branch

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## Notice of Confidentiality

The information (data) contained in this document is furnished in confidence with the understanding that it will not, without expressed written permission of Scalar Decisions Inc., be used or disclosed for other than evaluation purposes; provided, however, that in the event a contract is awarded on the basis of this document, the customer named herein shall have the right to use or disclose this information to the extent allowed in the executed contract. This restriction does not limit the customer's right to use or disclose this information if obtained from a third party without restriction.

## **FORMAT OF PROPOSAL**

Scalar Decisions Inc. has provided this response to BC Liquor Distribution Branch RFP2015-01-12 in nine (9) sections.

For ease of navigation, each of the “Scalar Response Sections”, listed as “A1” through “I9”, correlates to a specific section of the RFP, namely sections 5.0, 6.0, 7.0, 8.0, 9.0; Schedules A, B and C. We have also included, as required, a copy of the WorksafeBC Compliance letter.

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## SCALAR RESPONSE SECTION A1

### INTRODUCTION & SUMMARY

Scalar Decisions Inc., the leading IT Services Company in Canada, focused on Infrastructure, Security and Cloud is pleased to provide a formal response to BC Liquor Distribution Branch RFP2015-01-12 for Senior Business Intelligence Architect.

For this RFP response, we felt strongly that the key to providing the right response was in sourcing, validating and providing the best possible Consultant in Canada.

After careful review of the RFP and particular consideration of

- RFP section "4.0 Background"
- RFP section 5.0 "Scope of Work"
- RFP section "6.0 Required Skills & Experience"
- RFP section "7.0 Desirable Skills & Experience"
- RFP section "8.0 Mandatory Criteria"
- RFP section "9.0 Additional Criteria / Requirements"

We feel very confident that we have provided a comprehensive and detailed RFP response and a consultant that meets or exceeds each of the requirements of RFP2015-01-12. We have provided BC Liquor Distribution Branch with compelling pricing, and a well-constructed response.

After an exhaustive search process, we selected Moses Serapio for this engagement.

Our response will illustrate how Moses Serapio's extensive Business Intelligence and Data Warehouse experience will provide BC Liquor Distribution Branch with "the ability to undertake a holistic review of their Data Warehouse and Business Intelligence architecture, environment and direction, to ensure they can meet the needs and enhance the capabilities of the business going forward."

Moses Serapio has "considerable experience in retail and supply chain organizations", the expertise "to perform an assessment of BI and DW architecture and BC Liquor Distribution Branch's ability to meet the changing needs of the business."

If awarded this engagement, Scalar confirms that the proposed consultant can start on, or about February 2, 2015 or February 16, 2015 and conclude April 17, 2015, with an option to extend for one (1) period of up to two (2) months at the discretion of the LDB.

## SCALAR RESPONSE SECTION B2

### SCOPE OF WORK

AS PER SECTION 5.0 OF RFP2015-01-12

Read and understood.

Scalar's Consultant, Moses Serapio, has the expertise and experience necessary to "work closely with the manager of business intelligence and business representatives, in particular the business transformation architect within the new merchandising and supply chain organization to gain an understanding of the emerging business needs."

Moses has the prior experience, knowledge and ability required to "evaluate the current state and make recommendations for the future."

Moses can deliver against each of the outlined items identified as "scope" in RFP section 5.0 "Scope of Work."

## SCALAR RESPONSE SECTION C3

### REQUIRED SKILLS & EXPERIENCE

AS PER SECTION 6.0 OF RFP2015-01-12

To enable a complete evaluation by the RFP response team at BC Liquor Distribution Branch, Scalar has created a detailed table below to illustrate precisely how our Consultant, Moses Serapio, meets each of the individually noted requirements as outlined in RFP section 6.0 "Required Skills & Experience."

Each Required Skill and Experience as described in RFP Section 6.0 has been included in the left column, while the Demonstrated Experience of our Consultant, Moses Serapio, has been detailed in the right column.

Required Skills & Experience	Demonstrated experience
BI and DW architecture; BI and analytics in retail and supply chain organizations;	s.22
Business analytics to enable / enhance	

business performance;	s.22
Knowledge of best practices, processes, current industry standards and emerging industry trends, tools, techniques and capabilities within the field which can benefit the LDB in this engagement;	<input type="checkbox"/> <input type="checkbox"/> Lean/Six Sigma, Kanban, Kaizen <input type="checkbox"/> <input type="checkbox"/> Enterprise Architecture (TOGAF 9) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> s.22
A deep and broad working knowledge of retail, wholesale, and distribution;	s.22
Experience of multiple retail organizations similar to the size and complexity of the LDB retail environment;	
Work at the senior management level;	s.22

Mentoring and coaching skills;	
Knowledge transfer skills;	s.22
Superior communication, facilitation, and leadership skills;	
The ability to deliver the services on time, in scope, and high in quality	f
The availability to work on-site at the LDB for up to five (5) full days per week when required.	Yes.



## SCALAR RESPONSE SECTION D4

### DESIRABLE SKILLS & EXPERIENCE

#### AS PER SECTION 7.0 OF RFP2015-01-12

As per the previous Scalar Response Section, to enable a complete evaluation by the RFP response team at BC Liquor Distribution Branch we have included a similar table for "Desirable Skills & Experience".

Each of the two Desirable Skills & Experience as described in RFP Section 7.0 has been included in the left column, while the Demonstrated Experience of our Consultant, Moses Serapio, has been detailed in the right column.

Desirable skills & Experience	Demonstrated experience
Liquor industry knowledge and experience; Knowledge of a Canadian liquor jurisdiction.	s.22

## SCALAR RESPONSE SECTION E5

### ADDITIONAL CRITERIA / REQUIREMENTS

#### AS PER SECTION 9.0 OF RFP2015-01-12

Requirement	Details
Complete legal company name and address	Scalar Decisions Inc. 1100 Melville Street, Suite 750 Vancouver, BC. V6E 4A6
Primary business and length of time business established	Scalar is an engineering-led IT solutions integrator, founded in 2004.
Number of employee(s)	We currently employ over 200 fulltime staff across Canada and support two data centres in Vancouver, three in the GTA and one in Montreal. We are growing YOY at 30%+.
Nature of company (e.g. sole proprietorship, corporation, partnership, joint venture);	Corporation

Corporate head office, and branch location address(es) if applicable	Scalar's head-office and Customer Demonstration Centre is located in downtown Toronto, 280 King Street, 4th Floor, Toronto, Ontario, M5A 1K7. With offices in Toronto, Vancouver, Montreal, Ottawa, Calgary, and London, we can service our clients across Canada, and outside these major centres with a remote sales force.
Description of your company, history and background, including years of operation and experience providing similar requirements;	<p>Founded in 2004, Scalar has offices in Toronto, Vancouver, Montreal, Ottawa, Calgary and London, and employs 200 people nationwide. Scalar's differentiator has always been rooted in our exceptional technical talent. We aim to recruit the best engineers in the country and we work hard to keep them. This allows us to offer the best solutions to our customers and to become a trusted advisor for their IT environments. Our carefully vetted partner relationships allow us to combine leading-edge technology with an unparalleled depth of expertise around architecture, deployment and management of those technologies. We invest heavily in the training and development of our engineers to ensure they are always at the top of their field.</p> <p>Scalar partners with market leaders in IT such as Cisco, HP, NetApp, EMC, VMware, Dell, and Oracle, CommVault, Brocade and F5 Networks as well as innovative enterprises like Infoblox, RedHat, AWS, Splunk, Palo Alto Networks, and Nutanix (a full list of our partners can be found on our website <a href="http://www.scalar.ca">www.scalar.ca</a>). This approach allows Scalar to provide differentiated solutions that focus on improving the overall datacentre experience without being tied to a specific vendor's solution.</p> <p>Scalar has been Designing, Deploying and Managing complex Enterprise IT Solutions and Services since it's inception; We are proud to call some of Canada's largest and most influential organizations, across all industries and verticals, our customers.</p> <p>"Scalar Task" is a purpose-built, task-based consulting service that delivers a customer-centric resource strategy that efficiently augments internal IT capabilities while providing the real-world IT expertise and guidance of Scalar, the leading IT Services company in Canada. Through an innovative foundation and a unique engagement model, "Scalar Task" proactively sources, validates &amp; supports the proven IT Consultants scalar customers' need, when they need them, &amp; how they need them.</p>
Key personnel and an outline of their intended roles/responsibilities (organizational chart, if applicable);	<p>Scalar intends to support BC Liquor Distribution Branch through several key members of our team, including:</p> <p><b>Scott Bailey</b>  <b>Vice President, Consulting Services (Scalar Task)</b>  Scalar Decisions, 280 King Street East - 4th Floor  Toronto ON, M5A 1K7</p>

	<p>e: scott.bailey@scalar.ca o: 647.776.4760 m: 416.951-3479</p> <p><b>Chris Milne</b> <b>Account Executive</b> Scalar Decisions, 1100 Melville Street - Suite 750 Vancouver BC, V6E 4A6 e: chris.milne@scalar.ca o: 604.320.6973 m: 604.219.8924</p> <p><b>Michael Izzard</b> <b>Inside Sales Representative</b> Scalar Decisions, 1100 Melville Street - Suite 750 Vancouver BC, V6E 4A6 e: michael.izzard@scalar.ca o: 604.320.6957 m: 604.761.4499</p>
Describe your competitive or specialty advantage over others;	Scalar integrates our key vendors' products to provide a holistic set of solutions, professional services, and managed services to solve our customers' most complex problems. Scalar will ensure best practices are followed, documented, and repeated to ensure that a low-risk, stable, and highly manageable environment is deployed.
Describe your values and strengths as they relate to this requirement	<p>Scalar's track record as an Engineering-Led IT Services company speaks for itself. We have played integral roles with many of Canada's largest organizations; earned countless industry awards; received recognition by our customers, partners, employees and consultants; and at each step of the way, we have Designed, Deployed and Managed compelling solutions that have delivered value, innovation and thought leadership to our customers. We consistently earn ongoing customer and deep partner relationships as a result of our ability to keep the commitments we make.</p> <p>Over 70% of our staff are IT Engineers and our PS, MS, Security and Consulting Services (Scalar Task) offerings are led by industry recognized professionals, each with over 20 years of experience in their respective areas of expertise.</p> <p>Our ability to source, validate and support Consultants that meet/exceed the requirements of our customers is unmatched by any other IT Services Provider in Canada. Our Consultant Escalation Path provides an unprecedented level of support not</p>

	usually found for customers engaging individual consultants at a time (such as in this particular engagement).
Outline how you intend to meet the LDB requirements	<p>We are confident that the information provided in this RFP response illustrate how we intend to meet the LDB requirements.</p> <p>Our Consultant has been providing the same expertise as required in this RFP to some of the largest organizations in North America. He has over 15 years of experience advising, designing and implementing BI Strategies and has designed and delivered over 25 Data Warehouses/Data Marts.</p> <p>Scalar intends to provide access to, and support from, our Project Management Office during this engagement to ensure BC Liquor Distribution Branch receives the same level of value that our current customers have become accustomed to.</p> <p>Should this engagement be awarded to Scalar, our Executive Team, including our Regional V.P, Darren Sharpe, our S.VP of Engineering, Aldo Galone, and our CEO, Paul Kerr, will have regular visibility to this engagement.</p>
Proposed employee(s) identified (including subcontractor(s), if permitted): Include a resume of work history with qualifications, experience and skills relative to this requirement;	<p>The Scalar Consultant for this engagement is Moses Serapio, a well-known and highly respected Senior Business Intelligence and Data Warehouse Architect with a large number of successful BI/DW projects to his credit.</p> <p style="text-align: center;">s.22</p> <p>A detailed resume, outlining many of the BI and DW projects Moses has delivered can be found in:</p> <p><b>"SCALAR RESPONSE SECTION F6 – PROPOSED CONSULTANT RESUME"</b></p> <p>Data Management and Analytics have become essential for businesses to enable the seamless flow of information, enhance business agility and increase their competitive advantage. Delivering the right information to the right people at the right time requires more than an investment in IT. Adequate focus on improving data-gathering processes, adopting data quality standards and controls, and embracing user-friendly analytics is required.</p> <p>Today's environment demands that organizations make the best use of enterprise data. Across industries, decision makers are prioritizing efforts to leverage powerful information already</p>

owned by their enterprises. Data and supporting systems pose sizeable challenges, but the opportunities and benefits are significant.

Key business drivers include:

- Reducing operational costs
- Identifying different revenue streams
- Managing increasing scrutiny from regulatory bodies

Scalar has identified and is submitting Moses Serapio, a very well-known Business Intelligence/Data Warehouse Architect with a tremendous track record and over 15 years of expertise architecting, designing, delivering, and implementing enterprise level BI Strategies, Practices, Programs and Systems.

Moses Serapio understands the value data and analytics can bring to organizations. The challenge that many organizations face, however, is identifying the opportunities that will yield the greatest return and defining implementation priorities for BI and analytics initiatives. Moses has extensive capabilities and experience in assisting clients with the development and implementation of their strategic plans.

Moses Serapio has assisted organization in defining and executing strategic plans that:

- Provide a clear vision for the future and align with higher-level strategic guidance
- Recognize the interdependence of strategy and execution and provide an integrated strategic framework that links business strategy, operations, organization design, organizational change, and technology strategy
- Identify and define innovative strategies to address performance and opportunity gaps
- Identify, assess and prioritize outcomes with an eye for quick wins
- Have clearly articulated, outcome-oriented goals and objectives with associated tactical implementation plans and performance measures
- Define clear accountabilities for implementation
- Address benefits to all customers and stakeholders
- Drive technology plans associated to the larger transformation program
- Provide an executable roadmap that reflects current, on-going and planned infrastructure with a focus on asset reusability and integration options

	Please consult the included resume for Moses Serapio, in addition to his professional references.
A brief overview of the approach and methodology that are proposed in this engagement / project, including tools and deliverables;	<p>Based on the information provided in this RFP and our BI and DW architecture expertise, Scalar and Moses Serapio recommend a multi-stage approach.</p> <p>Our high-level approach includes:</p> <ol style="list-style-type: none"> <li>1) Current State Analysis</li> <li>2) End State Definition</li> <li>3) Initiatives Definition (and Gap Analysis)</li> <li>4) Prioritization</li> </ol> <p><b>1. Current State Analysis</b></p> <p>Complete assessment of processes, technology, and people in the current state has to be done as these will be critical to the success of any changes made to the current environment. This phase includes an inventory of the current information systems, technology, processes, and governance procedures being used. A brief will be produced to detail how the organization is currently utilizing BI and Analytics, which should include a complete inventory of all platforms, technologies, and tools being used to develop and deliver BI/Analytics content. Current state should include current users, user profiles, and how users have been using information. It should document current processes, structures for managing information. All of it put together will help determine the viability of the options based on overall enterprise objectives.</p> <p><b>2. End State Definition</b></p> <p>The End State Definition involves determining the best approach for users to access and consume information. Defining how users will share information and knowledge in the target state and the kind of collaborative environment that will be made available to them for the best utilization of BI and Analytics should define the scope. Use of multiple technologies and techniques could be needed to come up with the desired method of delivery and the best fit. Identifying business processes and key stakeholders is a must for this effort as these will be critical to progress the effort forward. Assessment of imminent requirements, long-term business needs will enable the breakdown of the strategy work into multiple</p>

	<p>streams classified into phases; and will provides the basis for gap analyses.</p> <p><b>3. Initiatives Definition (and Gap Analysis)</b></p> <p>During the Initiatives Definition phase, there should be an effort to assess potential synergies (What can be capitalized on? What needs to be overhauled? What needs to be eliminated?), consolidate and eliminate duplicate requirements, qualifying metrics and standards identification, and ensuring alignment with organizational goals and objectives and adherence to processes defined by the organization's governing principles. Identification of industry reference architectures will greatly benefit this phase and will be investigated.</p> <p><b>4. Prioritization</b></p> <p>Prioritization is key to ensuring the organization is tackling the high impact areas first. Start small to achieve quick wins; answer simple questions first, rather than attempting to create an enterprise solution all at once.</p>
Describe your ideal working relationship with the LDB. What steps will you take to ensure this ideal relationship occurs?	<p>As the Account Executive, Chris Milne, is responsible to maintain day to day contact and provide your team with the information they need on a timely basis. I call upon the team behind me to help deliver on those expectations. I want to understand what good likes like to LDB and set achievable and realistic goals. My role is to integrate our key vendors' products to provide a holistic set of solutions, professional services, and managed services to solve your most complex problems. Chris will ensure best practices are followed, documented, and repeated to ensure that a low-risk, stable, and highly manageable environment is deployed.</p>
Describe in detail how the LDB's account will be managed, including your company's key proposed personnel, their roles and responsibilities, qualifications, level of knowledge, experience, areas of expertise and your escalation process to demonstrate your ability to meet the LDB's requirements;	<p>Scott Bailey will be the key contact responsible for this particular project.</p> <p><b>Scott Bailey, Vice President, Consulting Services</b></p> <p>s.22</p> <p><b>Chris Milne, Account Executive</b></p> <p>s.22</p>



	<p>s.22 In the unlikely event of Chris Milne not being able to address your ask, Chris Peerless Regional Manager, is located here in Vancouver.</p> <p><b>Michael Izzard, Inside Sales Representative</b></p> <p>s.22 is responsible for the flow of paperwork, orders, quotes and day-to-day responses to your account. Sean Evans is Michael's manager, located in Toronto, he provides support as well as guidance to Michael's efforts.</p>
Provide financial documentation and/or other assurances of corporate and financial stability to perform this service. Have you, the Proponent, ever materially defaulted on its contractual commitments? If yes, please explain;	<p>Scalar has annual revenues of approximately \$200m and is regularly engaged by large organizations. Scalar can provide financial assurances should we be awarded this engagement.</p> <p>Scalar has not materially defaulted on its contractual commitments.</p>
Recent and relevant references (minimum of 3) for the Proponent (or Proponent's employee(s) or subcontractor(s), as applicable) of clients that have similar requirements as stated in this document. Include contact information, duration of engagement, and brief description of work;	<p>Three relevant references for our Consultant, Moses Serapio, can be found in:</p> <p><b>"SCALAR RESPONSE SECTION G7 – PROPOSED CONSULTANT REFERENCES"</b></p>
Provide a copy of your company's WorkSafeBC clearance letter	<p>Scalar's copy of WorkSafeBC clearance letter can be found in:</p> <p><b>"SCALAR RESPONSE SECTION K11 - WORKSAFEBC CLEARANCE LETTER"</b></p>
Provide information on the company's Green Initiatives	<p>We operate Scalar's facilities to minimize harmful impacts on the environment and place a high priority on waste minimization, recycling and reuse programs, and pollution prevention.</p>
Identify any Value Added Services or function as they relate to this requirement. These value added services would be in addition to what is required, but would	<p>Scalar's Consulting Services offering, "Scalar Task" has been built on an innovative foundation that ensures we have tremendous consultant reach, a compelling direct-to-scalar engagement model, competitive pricing and unmatched commitment to quality and support.</p>



complement the services or function you provide, at no additional charge to the LDB. Unless addressed elsewhere in this proposal, is there anything else about the Proponent's experience, whether directly or indirectly relevant that may be useful background information if awarded this contract?	<p>Scalar has achieved SOC 2 certification of our Managed Infrastructure portfolio. We continually strive to deliver a superior service experience – a SOC 2 certification allowed us to extend that service beyond infrastructure and into risk and compliance.</p> <p>Scalar has a number of unique capabilities across Professional Services, Managed Services, Security, Hardware &amp; Software procurement and Consulting Services. The Scalar Partner ecosystem is diverse and can provide customers with unprecedented access to knowledge, best-of-breed solutions and competitive pricing.</p>
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## SCALAR RESPONSE SECTION F6

### PROPOSED CONSULTANT RESUME

AS PER SECTION 9.0 OF RFP2015-01-12

### MOSES SERAPIO MBA

Sr. Business Intelligence Architect

Technology-Enabled Transformations  
Program/Project Management  
Enterprise Architecture

s.22

### Business Analytics, Business Intelligence, Data Warehousing, Data Integration Experience Summary

Pages 18 through 36 redacted for the following reasons:

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s.22

s.22

## SCALAR RESPONSE SECTION I9

### COMPLETED SCHEDULE A PRICING INFORMATION

For this engagement, Scalar provides the following Pricing Information:

Consultant: Moses Serapio

Hourly:

Daily: s.21

Expenses:

## SCHEDULE B

### PROPONENT SECTION

The enclosed proposal is submitted in response to the LDB RFP2015-01-12 – SENIOR BUSINESS INTELLIGENCE ARCHITECT including any addenda. Through the submission of this proposal, we agree to all the terms and conditions of the Request for Proposal including that should our proposal be successful, we will enter into a Contract with the LDB in the form of the attached the government's Information Technology & Management Consulting Professional Services Agreement and proposed Appendices. We agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposal, including the Proposal and Submission section, and have conducted such other investigations as were prudent and reasonable in preparing the proposal. We agree to be bound by statements and representations made in our proposal.

The Proponent acknowledges receipt of the following RFP Addenda (if applicable):

Addendum No.

Date

Amendment #1: Extended closing date to 2:00 pm on January 15, 2015

<b>Signature of Authorized Representative</b>	<b>Legal Name of Proponent</b> (and doing business as name, if applicable) <b>Scalar Decisions Inc.</b>
<b>Printed Name of Authorized Representative</b> <b>Chris Peerless</b>	<b>Address of Proponent</b> <b>280 King Street East, 4<sup>th</sup> Floor</b> <b>Toronto, Ontario</b> <b>M5A1K7</b>
<b>Title:</b> <b>Regional Sales Manager</b>	<b>Authorized Representative</b> <b>Phone:</b>  <b>Fax:</b>
<b>Date: Jan. 15, 2015</b>	<b>E-mail: chris.milne@dell.ca</b>