



State of Maine

eProcurement Solutions and Services

Section III – Proposed Solutions and/or Services
(File #3)

RFP 202102021
August 4, 2021


accenture

State of Maine

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August 4, 2021

SUBMITTED TO:

Client Name: State of Maine

Department of Administrative and Financial
Services

Division of Procurement Services

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Legal Disclaimer

Accenture's response is submitted in response to the Department's Request for Proposal # 202102021. Accenture is submitting this proposal with the express understanding and condition that the Department and Accenture will have an opportunity to work together in a spirit of cooperation to discuss, clarify and agree upon the specific scope of services, responsibilities between the parties, assumptions, and contract terms applicable to the proposed services. Specifically, if selected, Accenture looks forward to negotiating a mutually acceptable agreement with the Department based upon these terms, subject to obtaining greater clarity and mutual agreement on the terms of the standard terms and conditions as they will apply specifically to this scope of work. Accenture looks forward to the Department considering the inclusion of discreet modified terms and conditions including, for example and without limitation, specific terms associated with limitation of liability. Nothing in this document shall form the basis for any contract, and nothing contained in this document will be binding against Accenture unless expressly agreed to by Accenture under a formal contract. All representations and warranties, whether express or implied by statute, law, or otherwise, are hereby excluded.

Accenture interprets the following words and phrases used in the solicitation and this proposal in the manner indicated: "maximize," "optimize," and "optimal" mean to improve to a commercially reasonable degree; "minimize" means to reduce to a commercially reasonable degree; "best" means leading or of a high standard; "partner" and "partnerships" do not mean a legal partnership, but rather a collaborative relationship; "right," where used as an adjective, means appropriate; and "ensure" and "enable" mean to use commercially reasonable efforts to implement.

This document was prepared on the instructions and information given by the Department and, accordingly, no responsibility is accepted for any inaccuracy or error or any action taken or not taken in reliance on this document.

These limitations are not in any way intended to restrict continuing business discussions between the Department and Accenture.

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1. Services to be Provided

Bidders are to discuss the Scope of Services referenced above in Part II of the RFP and what they will offer. Bidders are to:

- Use the Excel Workbook Exhibit 1 (RFP 202102021 - Requirements Traceability Matrix (RTM)) to respond to the RTM requirements as stated in PART II; and

- Provide narrative responses to all "Inline Narrative" requested information stated in PART II of this RFP.

Bidders are to give particular attention to describing the methods and resources you will use and how you will accomplish the tasks involved. Also, describe how you will ensure expectations and/or desired outcomes as a result of these services will be achieved. If subcontractors are involved, clearly identify the work each will perform.

Response:

Accenture is responding to the Services only category and thus we are responding here to the implementation and managed services scope of work requirements. Please also refer to the attached Excel Workbook Exhibit 1 – Requirements Traceability Matrix (RTM) -Tab 2 General Functionality Requirements, Tab 6. Implementation Requirements and Tab 7. Managed Services Requirements for detailed responses.

Narrative responses for all information requested in part II of the RFP applicable to implementation services, managed services and other available services are detailed in the sections below.

E. Implementation Requirements

1. Project Management

Bidders must describe their project management methodology and approach including, but not limited to, key tasks, status reporting, implementation plan development, deliverable management, status reporting, risk assessment/mitigation, issue management, and staff management. Proposals must also address:

- Providing a dedicated Project Manager and identify the skills, qualifications, certifications, and responsibilities of an individual that would be assigned to a Solution implementation project.
- Include an example Implementation Plan that includes project phases, tasks, major milestones, and timeline.
- Typical Project Deliverables
- Bidder's staffing plan including key positions, roles, and responsibilities
- Participating Entity required staff, roles, skills required and responsibilities.
- Project Governance model/approach depicting both Bidder's and Participating Entity roles.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Project Management objectives and requirements.

Response:

1.1.1 Project Management Methodology:

Accenture uses a structured methodology, to achieve a set of business outcomes. We drive standardization of tools, processes, and methodologies to facilitate seamless management of scope, schedule, resources, budget, risks/issues performance, and quality.

Accenture has more than 30 years of experience in managing projects of various sizes and scope.

Project Management (PM) Approach:

- 30+ years of implementation experience across 40 industries
- PMBOK, CMMI, ITIL, SAFe aligned methods
- Promotes disciplined program delivery
- Readily available processes, tools, guides, templates, and assets
- Uniform methodology across geographies



SME EPR 21.0014

In this time, we have developed a systematic and comprehensive methodology, called the Accenture Delivery Methods (ADM), for managing projects globally. We would apply our strong project management discipline to this eProcurement engagement to help enable end-to-end accountability for services delivered as well as to help align project focus towards meeting schedule, scope, cost, and quality requirements. Figure 1 shows the key project management activities which are supported.

ADM focuses on providing deliverables (e.g., process flows, job designs, business applications, and reporting systems) through the balanced management of scope, quality, effort, risk, and schedule while also supporting the project teams as they determine priorities, assign responsibilities, and establish timetables. It also monitors the ongoing management of dependencies between projects, the assessment and control of overall program risks, the collection and dissemination of information, and the allocation of resources among teams.

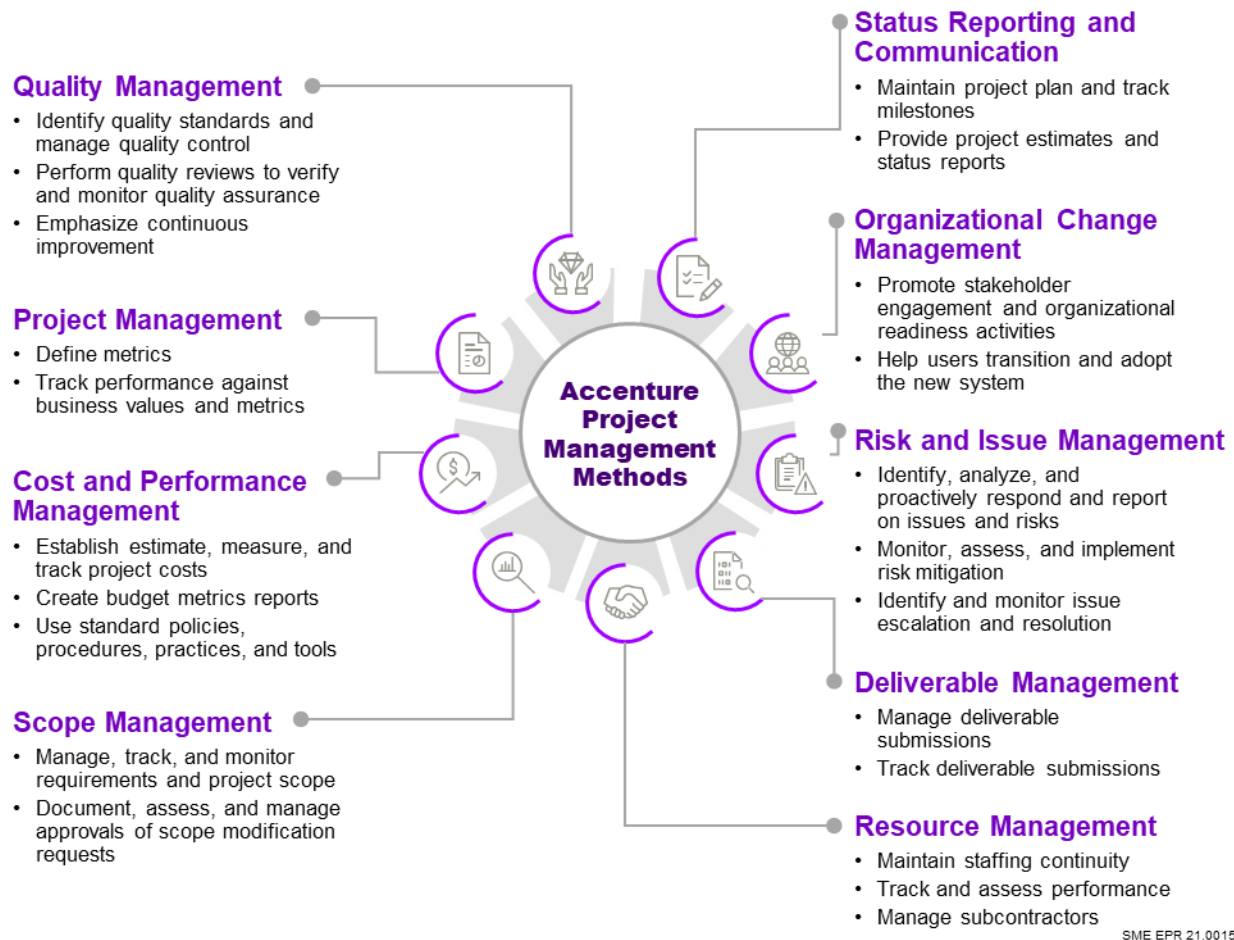
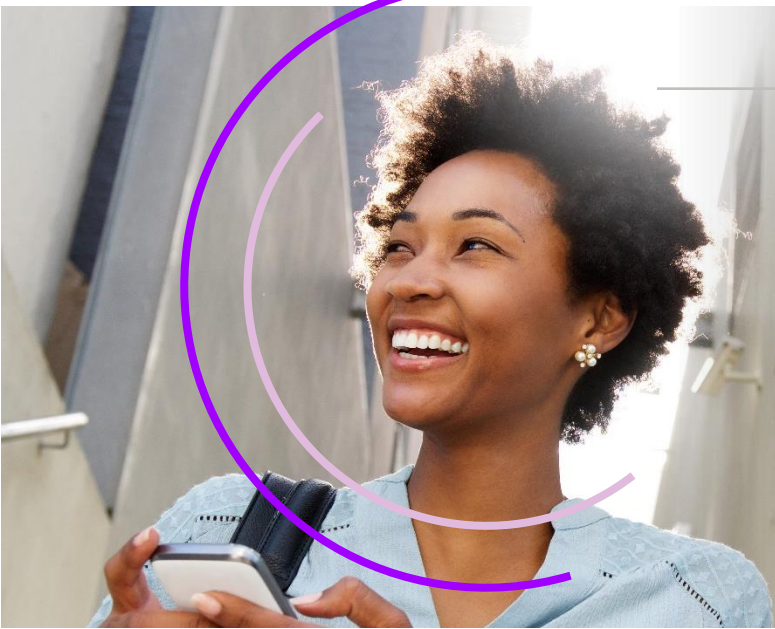


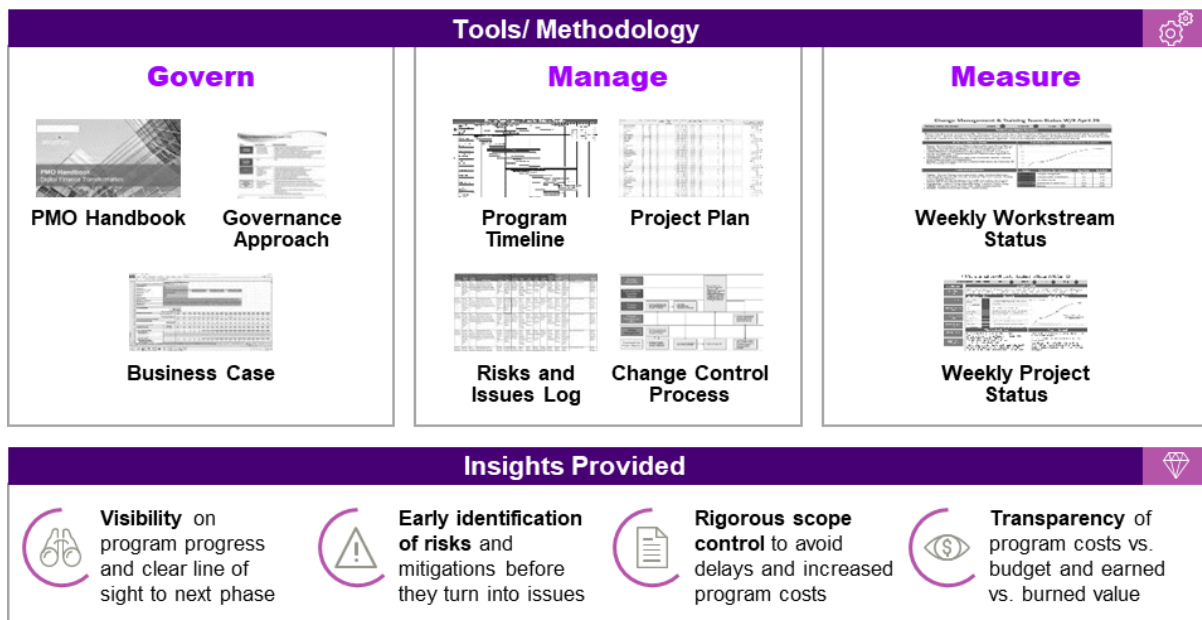
Figure 1. Our methodology is a field-tested approach that provides the discipline, techniques, and tools needed for the incremental delivery of new applications and business capabilities.

Accenture has incorporated International Standards for Organization (ISO®) and Capability Maturity Model (CMM®) standards into our methodologies since the early 1990's and has been an early adopter of Capability Maturity Model Integrated (CMMI®) and eSourcing Capability Model for Service Providers (eSCM-SP). ADM is defined to help enable compliance with key industry standards, including CMMI®, eSCM-SP, ISO® 9001:2008, Lean Six Sigma and Information Technology Infrastructure Library (ITIL®).



Our project management methodology focuses on providing deliverables (e.g., process flows, job designs, business applications, and reporting systems) through the balanced management of scope, quality, effort, risk, and schedule.

Utilizing ADM enables Accenture professionals to follow the same methodology to be able to provide the consistent discipline, techniques, and tools needed for a successful incremental delivery of new applications and business capabilities. For this project, we will bring this project management approach that has garnered Accenture a track record of disciplined program delivery with a culture of “no surprises.”



SME EPR 21.0016

Figure 2. Project Management tools and methods enable teams to govern, manage and measure program progress effectively.

Automation: We bring together intelligent tools, seamless collaboration technologies and work stream analytics to enable automated management capabilities, increasing productivity and delivering data in minutes.

In the sections below, we have highlighted our approach to meeting project management activities described in the RFP.



1.1.2 Project Plan (key tasks):

- Accenture will partner with the Department/ Participating Entity to create a detailed customized Project Plan.
- The plan will manage all project activities and deliverables to be completed throughout the project.
- The Project Plan is a living document and will be adjusted as we progress through the different project phases.
- Before proceeding to the next phase, we will confirm that the project plan is still accurate and adjust as needed.
- The plan includes a high-level work breakdown structure (WBS) that includes tasks, deliverables, and work products, as well as due dates showing key milestones and dependencies.

Figure 3 is a snapshot of a typical project plan (implementation). We will work with the Participating Entity's project leads, technical leads, SMEs to drill down the WBS and the duration of a task. Please refer to attachment File 3 Accenture – Sample Implementation Plan for the complete implementation plan.

ID	Task Name	Start	Finish	Duration	Predecessors
1	NASPO Project	13-Apr-21	29-Aug-22	351 days	
2	Buying & Invoicing	13-Apr-21	29-Aug-22	351 days	
3	Plan & Analyze	7-Jun-21	30-Jul-21	39 days	
4	Kick Off	7-Jun-21	28-Jun-21	16 days	
5	Prep Kick Off Deck	7-Jun-21	25-Jun-21	15 days	
6	Execute Kick Off Deck	28-Jun-21	28-Jun-21	1 day	5
7	Buying Workshop	29-Jun-21	30-Jul-21	23 days	
8	Planning	29-Jun-21	15-Jul-21	12 days	
9	Prepare Workshop & Prototypes Matrix	29-Jun-21	6-Jul-21	5 days	6
10	Schedule Workshops & Prototypes	6-Jul-21	6-Jul-21	0 days	9
11	Prepare Workshop Decks	6-Jul-21	15-Jul-21	8 days	
12	Ariba Buying Deck (Buying, Catalog, User)	6-Jul-21	15-Jul-21	8 days	
13	Ariba Invoicing Deck	6-Jul-21	15-Jul-21	8 days	
14	Execute	14-Jul-21	16-Jul-21	2 days	
15	Buying Workshop	14-Jul-21	14-Jul-21	0 days	
17	Invoice Workshop	15-Jul-21	15-Jul-21	0 days	
19	Requirements Traceability Matrix	1-Jul-21	30-Jul-21	21 days	
20	Build RTM	1-Jul-21	15-Jul-21	10 days	
21	Review RTM with client	15-Jul-21	15-Jul-21	0 days	20
22	Conduct Fit Gap Assessment	16-Jul-21	30-Jul-21	11 days	
23	Fit Gap Analysis	16-Jul-21	29-Jul-21	10 days	20
24	Submit Gap Analysis Summary to client	30-Jul-21	30-Jul-21	1 day	23
25	Change Management	1-Jul-21	30-Jul-21	21 days	
26	Communications and Training Plan (30 da	1-Jul-21	30-Jul-21	21 days	
27	Design/Iterative Prototyping	13-Apr-21	7-Jan-22	187 days	
28	Key Deliverables	13-Apr-21	29-Jul-21	77 days	
29	Implementation Plan (60 days from Start) I	26-Apr-21	19-Jul-21	60 days	
30	Implementation Plan Draft	26-Apr-21	12-Jul-21	55 days	
31	Deliver Implementation to Client	13-Jul-21	19-Jul-21	5 days	30

Figure 3. Example Implementation Plan that includes: Initiating, Planning, Executing, Monitoring and Controlling, Closing, Milestones and Dependencies.



1.1.3 Project Leadership (skills, qualifications, responsibilities)

- Project Leadership will set the direction for projects and closely monitor the deliverable progress to identify significant deviations from the plan.
- Project Leadership will work with the team to manage issues/risks and assess whether deviations are recoverable within the project timeline, quality, and budget.
- Workstream leads will be responsible for keeping their teams on track to meet deadlines.
- If needed, Project Leadership will realign the Project Plan activities and/or deliverable timing and/or owners.
- The project lead will manage project interdependencies to ensure successful delivery.
- They will also ensure that resources are effectively allocated and used across releases.
- They will oversee stakeholder management activities; ensuring projects have integrated stakeholder management and communication activities.
- The lead is responsible for developing the Move to Production schedule, coordinating resources, and managing the overall move to Production.
- Our teams are led by seasoned leaders who have years of industry, technology, and consulting services experience.
- Here is an indicative profile of our Project Lead we would propose to lead an implementation (Large-state implementation). Daniel has over 20 years of IT and SAP Ariba implementation experience. He has completed over 15 successful implementations across multiple public and private sector industries.

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Daniel Dennison

Project Lead



Profile Overview & Responsibilities

Daniel is an Associate Director in Accenture's Sourcing & Procurement Technology Transformation Practice and holds an MS in Supply Chain Management. He is the North American Health & Public Sector lead for SAP Procurement. Experienced with a deep understanding of supply chain processes and systems, Daniel has a proven track record of helping clients navigate P2P Transformation projects to on-time delivery while delivering value to the organization.



Relevant Skills

Functional/Technical Knowledge

- P2P Transformations
- Organization Design
- Procure to Pay
- Sourcing & Contracts
- Spend Visibility
- Deployment – Ariba, SAP
- SLP (SIPM)
- Test Management
- Sales and Use Tax
- Change Management
- Commerce Automation

Industry Experience

- Public Sector
- Medical Devices
- Life Sciences
- Public Sector
- Diversified Manufacturing
- Telecommunications
- Consumer Products
- Automotive
- Aerospace & Defense
- Retail
- High Technology Sector
- Hotels / Marketing



Relevant Experience:

Daniel Dennison is based out of the Arlington, VA office. Daniel has been working with the SAP Ariba solution over 20 years.

State Government Client	Delivery Lead, Buying & Invoicing, Contracts & Sourcing • Responsible for delivering On-Premise to On-Demand project for Buying. Helping the client re-imagine their current processes in the cloud
State Government Client	Delivery Lead, P2O, Contracts & Sourcing • Responsible for delivering On-Premise to On-Demand project for Buying. Also implementing new functionality for Strategic Sourcing
Technology Client	Program lead, SLP, Commerce Automation • Responsible for program success for large Silicon Valley technology firm implementing SLP, Discounting & Commerce Automation. Assist the client in developing a strategy for a broader Ariba rollout.
Leading Retail Company	Delivery Lead, SLP, Spend Visibility, Contracts & Sourcing • Responsible for delivering global design for large retailer in the Goods for Resale space and for the US go-live. • Delivered SLP to MDG integration in complex multiple ERP environment
Leading Diversified Manufacturing Company	Delivery Lead, SLP, Contracts & Sourcing • Responsible for delivering 3 modules. First SLP implementation to go-live for Accenture
Leading Automotive Company	Delivery Lead, Contracts Implementation • Responsible Delivery Lead for Co-Development Ariba project involving new Contract functionality for direct materials (CLID)
Leading Hotel Company	Delivery Lead, Procure to Pay Transformation • Responsible Delivery Lead for deployment of On-Demand Ariba platform: Sourcing, Contracts, Contract Compliance, SIM, Spend Visibility, Downstream integration to PeopleSoft (Vertex). Responsible for deployment of Ariba platform globally: Invoicing, Discounting

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1.1.4 Metrics and status reporting

- Deliverable metrics will provide data driven analytics and an understanding of effort burned, effort earned, and effort remaining to complete each activity.
- On a weekly basis, the workstream leads will report the status of the project activities and deliverables to Project Leadership and highlight any issues and risks that may impact the timely completion of their deliverables.
- In addition, business needs may change during the project impacting overall scope and/or timeline. Changes to the plan impacting scope, budget and/or, timeline will be escalated to the Steering Committee for approval.



1.1.5 Documentation and key project tools

- During workshops, all notes will be captured in the Configuration Design Document including key requirements gathered and change impacts documented.
- During all other Meetings, Open Items / Action Items will be captured and will be sent out after the meeting
- Key Design Decisions (KDDs) will be captured to discuss further with the client
- RAID Log (Risks, Actions, Issues and Decisions)
- Client Priority tracker could be used to provide client with (daily, biweekly, etc.) churn of priority items requiring client feedback to allow focus on what is critical
- At a minimum after each major workshop and testing cycle we will conduct lessons learned sessions to review what went well, what could be improved and how can those lessons be incorporated going forward.

Through our previous engagements with similar clients we will bring in our experience and lessons learned to guide how we manage the project.



1.1.6 Key Design Decision (KDD)

- Accenture uses the Key Design Decision process to help bring attention and review design decisions that have significant impact on the build of the system.
- Key Design Decisions can be process and/or system related. They include the problem statement, potential options, relevant good and bad impacts as a result of each option, Accenture

recommendations based on our experience on implementations with similar clients and the decision documented and accepted by the client.

- Key Design Decisions are documented and signed off as they are discussed and agreed throughout the project.
- Changes to KDDs should be avoided to prevent any potential impact to project timelines.
- Cloud architecture has some limitations, Accenture will guide the Participating Entity on how to accomplish business objectives by presenting options in the KDD process.



Client Example:

Key design decisions template: The project team used a Key Design Decision one-slide PowerPoint template to document decisions needed by a Large State Government. Over 120 Key Design Decisions were approved as of August 2020. The format proved to be an effective means for the project team to articulate a question, potential options, and a recommendation, as well as document a clear decision by the State.



1.1.7 Risk and Issue management:

Accenture believes the timely escalation and management of issues is a key principle for maintaining the mutual trust and integrity upon which we would strive to embody with the Participating Entity.

We believe in collaboration and leveraging collective knowledge through a variety of perspectives to solve problems creatively, improve quality, and maximize outcomes for our clients.

Our escalation process is based on our 3-tier governance model (Figure 9), which focuses on relationship management and effective communication. Accenture would work together with the Participating Entity at each level; tactical, operational, and strategic, to resolve any issues. The three levels would form the various checkpoints in the escalation process.

Figure 4 shows our proposed risk management methodology.

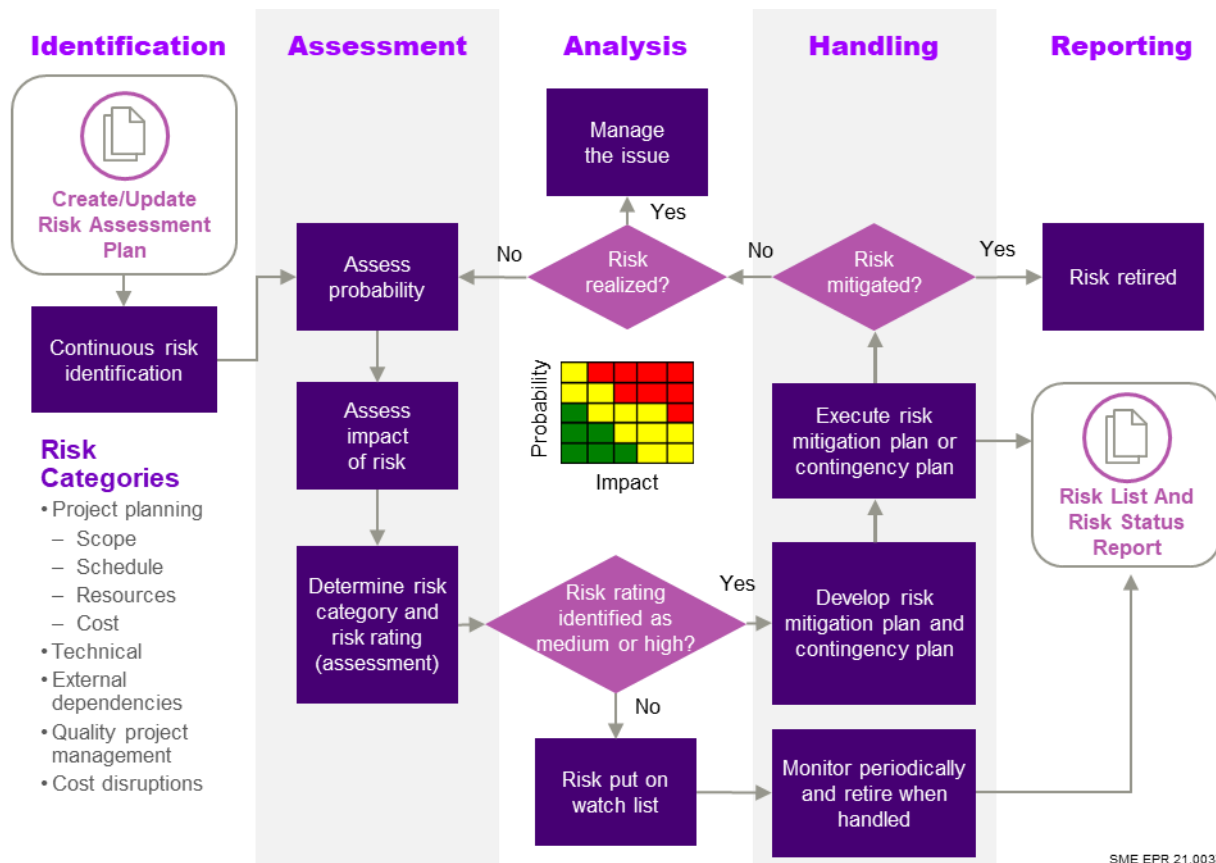


Figure 4. The risk management workflow will provide a process to monitor, assess, and implement risk mitigation, lowering overall project risk on the eProcurement Program.

Most issues are resolved at the tactical level. Key tactical risks are reviewed in our weekly status meetings and captured in the status reporting. For issues that cannot be resolved at this level, issues would be escalated to the operational level during the monthly/weekly service review meetings. Based on the issue's level of importance (materially affect program objectives, scope, cost, benefits, etc.) and time criticality; project leadership would determine whether to escalate the problem to the strategic level. Critical issues that cannot wait until the next scheduled meeting or checkpoint would be managed as needed to facilitate timely resolution. In practical terms, there are two keys to making this work:

Team members are encouraged and empowered to raise and resolve issues. Regular review and discussion help prevent aging issues. Many IT projects present challenges because issues known early in the project persisted without either being closed or increased in importance. This may happen when issues are not formally documented or simply live in a spreadsheet. The regular evaluation of issues forces active decisions to be made on the issue and prevents this aging.

Problem resolution methodology, tracking and prioritization:

Our leaders have an open and curious mindset, and nurture and encourage looking at things in new ways to help our clients make intelligent decisions while solving problems in human centered and collaborative ways. Accenture has defined client centered methodologies to problem resolution and issue tracking.

The project manager uses RAID (Risk, Actions, Issues, Decisions) for tracking and key design decisions to manage decisions. The testing lead defines the process for tracking testing issues in agreement with the client as they build the testing approach (strategy). Accenture provides our methodology to the client and will update based on the specific nuance of the project and client.

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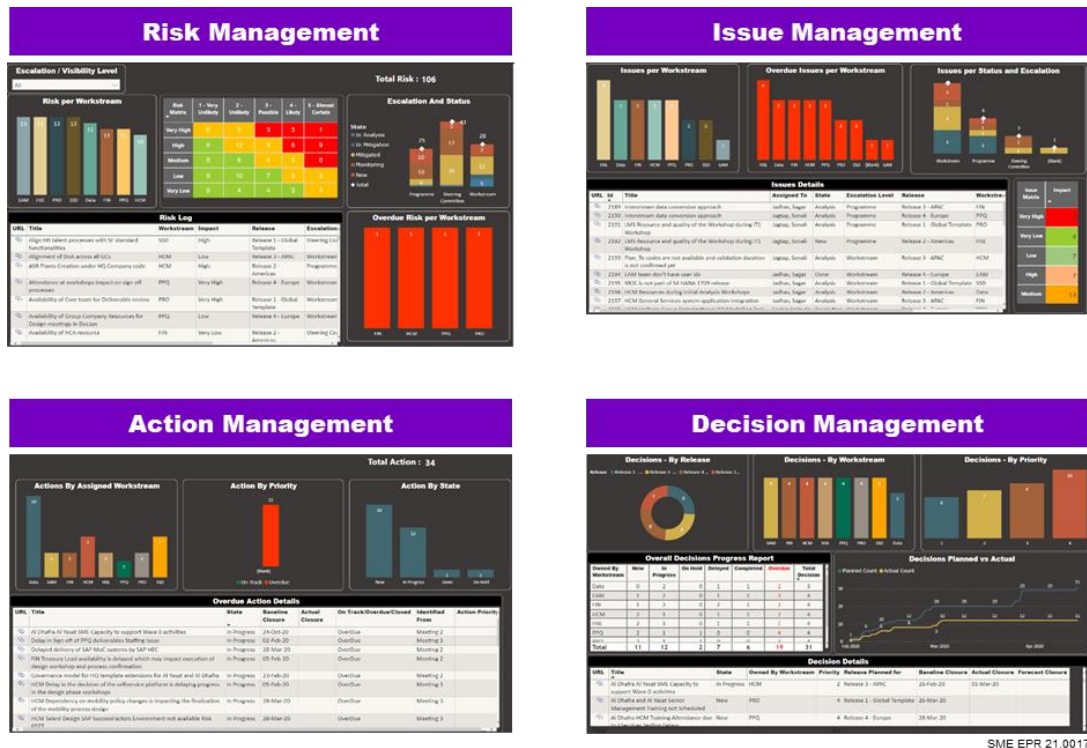


Figure 5. Illustrative reports from our engagements that show the different dimensions of tracking project progress, risk management, issues tracking and decision management.

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These reports provide the right management insights

- Are there risks, issues, actions & decisions that have been open a long time, but are not getting resolved?
- Are they escalated to the correct level or assigned to the appropriate owner? Is there a clearly defined resolution plan?
- Are there any assumptions which have been invalidated?



1.1.8 Quality Management:

Accenture's Quality Framework focuses on core quality functions to enhance delivery of our services and sustain the Participating Entity's satisfaction with our performance. The core quality functions are described below.

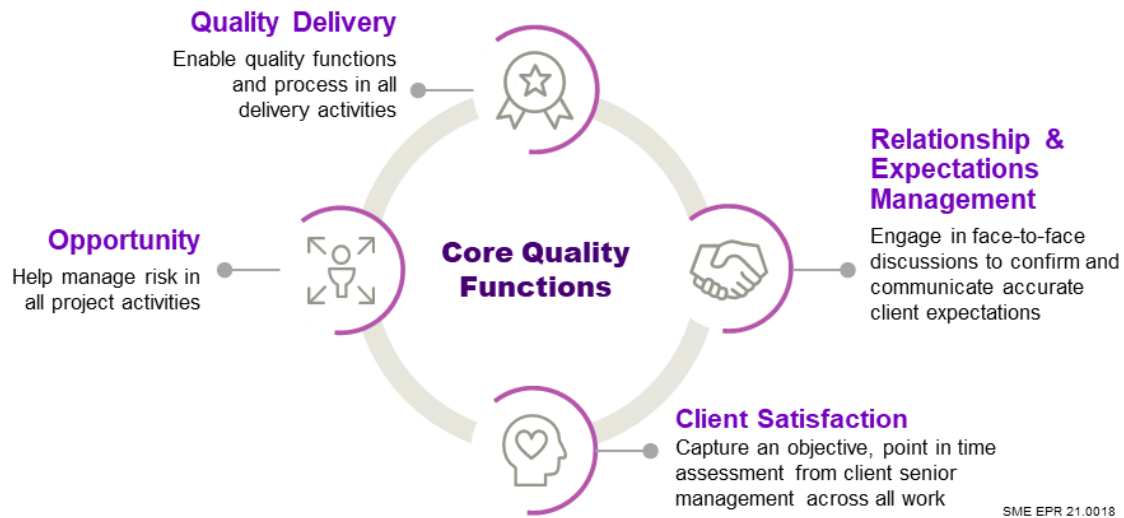


Figure 6. Accenture approaches quality holistically and covers all aspects that relates to client satisfaction and successful project delivery.

Deliverable Management

Each major work product or deliverable created for a project will undergo a series of reviews from different sources and levels of the project. These include peer reviews, reviews from a solution architect, and final signoff reviews from the stakeholder.

- As a first step, the deliverable requirements, expected outcomes, the internal review timeline, and delivery due dates will be identified.
- Next, the deliverable owners will coordinate quality checkpoints and peer reviews with the program team throughout the development of the deliverable to verify content and confirm accuracy.
- Finally, the deliverable will undergo contract compliance review, editorial, and style-guide formatting reviews.

Here is an illustrative responsibility matrix for deliverables

PLAN	PMO DELIVERABLES	TEAM REVIEW / PM REVIEW	UPON COMPLETION	PMO AND PM TEAMS
Analyze	Business Process Designs	Peer Review	Upon Completion	Team Leads, Process lead Solution Architect
Design - Build	Functional Designs	Peer Review	Upon completion	Functional Team Leads, Solution Architect
Design - Build	Technical Designs	Peer Review	Upon Completion	Development Team leads
Design - Build	Code Modules	Peer Review	Upon Component Test Completion	Development Team leads
Test	Test Scripts	Peer Review	Upon Completion	Functional and Test Team leads

Table 1: Deliverables review matrix.



Client Example: MyFloridaMarketPlace project for The State of Florida, Department of Management Services

Quality Assurance Activities and Tools Used: Accenture's solution consists of a multi-level quality assurance process to increase delivery quality. Accenture has implemented a project quality assurance process where an Accenture Managing Director, external to the MFMP project, conducts quarterly quality assurance reviews. These reviews include meeting with the Accenture team to review achieved results and delivery compliance. It also includes meeting with client and other executives to understand their satisfaction with the program and the Accenture team. Program management provides review of deliverables and monitors processes for quality. This level of review, in particular, focuses on making sure context external to the MFMP Program itself is taken into account. It also serves as a secondary review of content accuracy. The Accenture team also conducts peer reviews at the base level to check content and data accuracy among staff. These reviews occur on a daily basis and are the first line in producing high quality results. Peer reviews are conducted for the following:

- Robust quality assurance processes for Help Desk interactions
- Quality assurance of all code changes
- Quality assurance of batch architecture scripts
- Quality assurance of configuration management changes

Several different tools are leveraged to track and monitor quality assurance activities. Multiple Microsoft programs are leveraged as well as a custom program tracking tool.



1.1.9 Staff Management:

Giving you the right team is our top priority and delivering complex projects is what we do. Selecting from our extensive pool of public sector and SAP Ariba-skilled resources, the highly qualified team members we have are ready and able to carry out the responsibilities of their positions on day one of a project. We will make sure each project has the right people and is appropriately staffed at all times.

Our global delivery centers allow us to cross-train our resources to build in redundancy and thereby developing a pool of personnel capable of supporting engagements without any disruptions.

We do not hire simply for specific contracts; we develop resources for lifelong careers with Accenture. We staff client projects with people who have acquired enhanced skills and relevant experience from previous engagements. Our recruiting, screening, and hiring practices as well as training opportunities, help keep the turnover rate of our workforce low. Our team leads and managers use the framework to plan, staff, and manage the delivery of the program activities. This approach integrates with the project plan, WBS, and the Software Development Life Cycle (SDLC).

IDENTIFICATION AND ONBOARDING	TRAINING	RETENTION
- We will manage demand and work to address your staffing requirements. - Hire for long-term careers, not simply for specific contracts - Use various sourcing options (career web sites, career fairs, special college programs) - Focus recruitment process on skills, background checks, and scenario-based behavioral interviews - Team members will go through a detailed orientation. Orientation gives new program team members an overview of the Program, Program organization, and Department security policies. - Team members will also review their roles and responsibilities with their lead	- We will cross-train members of the team to promote knowledge transfer using informal and formal presentations and training. - Team members can take on new responsibilities to expand their experience and skillsets. - We provide an average of 40 hours of core professional training and 40 hours of skills training yearly - Create training curriculum that includes core, required, recommended, and elective courses by career level and workforce - Pay for employee certification and recertification activities - Provide training credits for SAP Ariba Certifications, PMP, CISSP, and other certifications - Created Knowledge Exchange, Center for Learning Innovation, and Accenture Technology Labs to help employees remain current with technological advancements	- Provide competitive compensation package for employees that includes salary, 401(k) and match, benefits, profit-sharing, and discounted price equity - Offer company-sponsored professional certifications - Offer various work-life balance programs such as telework and modified work week - Our resource retention initiatives also include team-building activities, "Great Place to Work" initiatives, annual employee satisfaction surveys, spontaneous award programs, ongoing training opportunities, and career counseling and mentoring.

Table 2. In addition to our ability to staff skilled SAP Ariba resources, we can pull any other skilled resources that the Participating Entity needs from our vast practice that has thousands of resources located around the globe and is continually growing.



1.1.10 Typical Project Deliverables

Summary of deliverables by team we typically produce for a system implementation project.

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TEAM	PLAN & ANALYZE	DESIGN & BUILD	TEST	DEPLOY
Project Management	- Project Plan - RICEF Inventory	- Testing Approach - Technology Design: Landscape, Data Migration & Conversion Strategy	- Training Approach and Curriculum - Communications Approach - Training Materials	- Hypercare Exit Memorandum and Project Close Summary - Cutover Plan - All Modules
Buying and Invoicing	- Requirements Traceability Matrix (RTM) - Gap Analysis and Summary	- Business Process Design Document / Functional Design Document - Configuration Workbooks	Test Closure Memo	- Train-the-Trainer - Technical Go-Live
Sourcing & Contracts	- Requirements Traceability Matrix (RTM) - Gap Analysis and Summary	- Business Process Design Document / Functional Design Document - Configuration Workbooks	Test Closure Memo	- Train-the-Trainer - Technical Go-Live
SLP	- Requirements Traceability Matrix (RTM) - Gap Analysis and Summary	- Supplier Engagement & Enablement Approach - Business Process Design Document / Functional Design Document - Configuration Workbooks	Test Closure Memo	- Train-the-Trainer - Technical Go-Live
Risk	Requirements Traceability Matrix (RTM)	- Business Process Design Document / Functional Design Document - Configuration Workbooks	Test Closure Memo	- Train-the-Trainer - Technical Go-Live
Change Management	- Change & Communication Strategy - Change & Communication Plan - Impact Matrix	- Project Brand book - Impact Mitigation Plan - Design Communication Pieces	- Support Change Management Activities - Execute Communications - Training Materials	- Support Change Management Activities - Execute Communications

Table 3. Our quality assurance methods support reliable, high quality results for the Participating Entity

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1.1.11 Bidder's staffing plan including key positions, roles, and responsibilities

Delivering value begins with understanding our client's context and project requirements and developing the right strategy and plan to help achieve desired outcomes. Once we have an adequate understanding of scope and requirements, we employ our standard estimating models—developed for the specific type

of work, calibrated with decades of experience from a variety of industries, and tailored to the work at hand—to define the appropriate tasks, effort, and timeframe needed to successfully deliver the project. From there, we are able to define the skills and experience that will be required and develop a staffing plan.

Identifying staffing requirements begins with a thorough review of the statement of work requirements. Accenture would evaluate the level of effort, skills, and time commitments required to support the project's requirements. Accenture would then develop a staffing plan that describes how staffing skills and levels would support the requirements. The staffing plan would also outline the roles of any subcontractors that augment our capabilities as appropriate.

Within eProcurement projects, the scope and scale of projects with clients can vary considerably. Accenture has experience in supporting the full spectrum of procurement projects and is able to scale project resources up or down based on the needs and requirements of the Participating Entity.

Figure 7 provides a representative staffing model and associated job titles for an eProcurement system implementation project for a large state.

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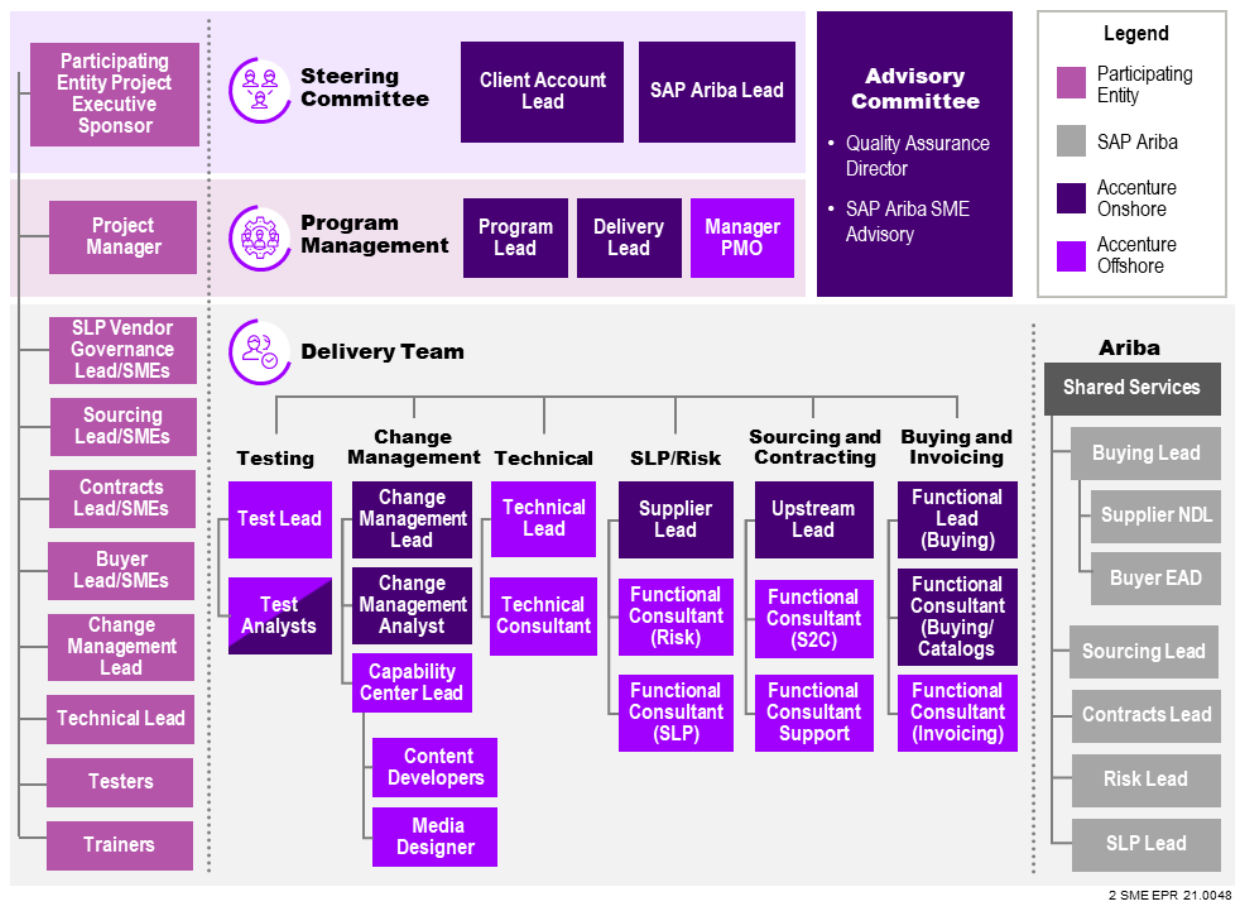


Figure 7. This representative Accenture eProcurement project staffing model shows how we would organize the appropriate blend of job titles and number of experienced resources to deliver the targeted outcomes.

Accenture strives to staff local resources on projects where possible to reduce travel expenses, enable more time to be spent working on project activities versus traveling, and provide more opportunities to build and maintain strong working relationships between our team members and our client's resources. The program lead, the steering committee would be a part-time. We provide a realistic plan for staffing resources to effectively achieve your goals.

ROLES	RESPONSIBILITIES
SAP Ariba Lead	Oversee delivery and support of technology services, aligns with delivery lead to ensure that all delivery programs are accounted for including but not limited to: • Resource Management • Quality and Risk Management • Problem and Change Management • Monitoring and Reporting
Delivery Lead & Manager PMO	• Provide a structure to plan the projects and direct projects throughout the planning process. • Oversee program and project delivery plans. • Oversee program and project performance and reporting. • Build and lead high performance project teams (including Accenture and Client teams). • Set the overall direction for projects. • Establish the program management infrastructure. This includes the governance structure, management processes, plans, procedures, tools, etc. • Measure and monitor progress to ensure that the projects meet or exceed performance target. • Manage project interdependencies to ensure successful delivery. • Manage risks for all projects under the program. • Coordinate governance activities. • Ensure that resources are effectively allocated and used across releases. • Oversee stakeholder management activities; ensuring projects have integrated stakeholder management and communication activities. • Responsible for team meetings and status reporting • Responsible for risk and issue resolution management • Responsible for providing information to the Program Manager to determine future state business process, configurations, etc. • Coordinates all Accenture internal activities related to project • Ensure readiness for test • Sign off on Deployment Readiness • Manage Final Go/No-Go Decision • Responsible for developing Move to Production schedule (cutover plan), coordinating resources and managing overall move to Production • Responsible for moving project into stabilization/run phase
Functional Leads - Business	• Analyze and design new business processes. • Work with the Process Leads and other planners to assess current capabilities and identify high-level customer requirements. • Identify and define detailed product requirements and use cases. • Work with the project manager, architects, and other team members to define metrics and performance goals for the application. • Participate in transitioning the requirements and use cases to the designers and ensure a clear and complete understanding of the requirements. • Refine and document To-Be Procurement flows as needed. • Assist in translating requirements and use cases into test conditions and expected results for product, performance, and user acceptance testing. • Participate in quality management reviews, in particular reviews of the designs, prototypes, and work products to ensure they fulfill the requirements.

	• Serve as a liaison to the business community. Participate in a user and task analysis to maintain the business community's perspective. • Serve as a resource for the training lead as they evaluate training needs and design the training and performance support products. • Supervise the functional team. • Identify risks and assumptions associated with the functional elements of the solution. • Identify cross-capability and cross-release issues that affect the business. • Design the configuration to meet the business process design and product requirements. • Assist in defining and reviewing requirements. • Validate the design with the stakeholders to ensure that the design satisfies the requirements. • Inform the technical lead and project manager of any issues that may affect other areas of the project. • Facilitates the coordination and communication of status around unit and integration testing for respective business process area(s) • Participate in quality management reviews, ensuring the application design and related work products satisfy the requirements. • Develop application iterations to demonstrate and validate the configuration design and confirm gap resolution options. • Participate in transitioning the designs to the developers and ensure a clear and complete understanding of the designs. • Share functional information with the other team members (e.g., change enablement, integrations, conversions, etc.) and ensure they have the information they need to successfully complete their work. • Complete all appropriate documentation required by the developers, testers, deployment team, and application management team that will maintain the application. • Provide status to project management regarding the process area. • Work with the integration team, functional team, and developers to design the integration solution. • Ensure client data protection guidelines are followed for sensitive personal data in accordance with Accenture's Client Data Protection program. • Work with customers and security lead (typically a functional resource) to identify the access control and identity requirements for the application.
Technical Lead	• Responsible for Scope Reviews • Manage Design Session Preparation to help Client understand the functionalities that exist in the new application and educate them on Standard System Functionality (Demonstrations) • Standard out of the box process flows for the procurement functionalities and features of the application. • Lead Client Business and IT through Master Data needs and Initiate data collection workshops for master, reference, and application specific data • Lead Client IT through Integration Arch, Data Format and Communication methods • Responsible for understanding platform functionality and capabilities and use the knowledge to design process flows for all Procurement processes • Responsible for documenting As-Is Procurement flows (if needed) • Define configuration requirements that are available within the application • Create Conceptual design document which will contain a summarize list of requirements in comparison to Out of the box behaviors which includes the process design documents outlining the Business scenarios • Responsible for working with Client IT integration owner to define and document integration requirements and mappings including frequency of data transmission from applications to be integrated with, fields and formats of these fields as expected in platform, transmission definition (real time or batch). Outputs may include: Lists down all the file formats of existing files in application, including those required to interface with ERP system and description of all master data of how they are maintained and where to load. • Create a reconciliation approach between the application and backend financial systems to ensure correct, non-duplicated data is being passed • Responsible for getting appropriate sign-off of process flows for all Procurement processes

	- The conceptual design documents will serve as input in creating the Functional Design documents. The functional design document will be sent to the Client for their approval once completed. - Determine integration scheduling - Confirm Authentication Approach - All test scenarios will be reviewed by the architecture team for sign off - Review and update of issues found during testing phases - Support the execution of product test and resolve issues - Validate the design with the stakeholders to ensure that the design satisfies the requirements.
Technical Consultants	- Perform the detailed design of application and technical architecture components and classes. - Develop integration technical components. - Configure and test the application or technical architecture components and classes. - Work with other developers, designers, and architects to make sure that the configuration and custom components meet application requirements and performance goals. - Participate in configuration reviews. - Check coverage of unit and integration test and ensure it meets expectations. - Document the configuration and integration design during development to ensure maintainability. - Inform the technical lead and delivery lead of any issues that may affect any other areas of the project. - Participate in transitions of the application or technical architecture components to the testers. - Fix any defects and performance problems discovered during testing. - Document the application to facilitate maintenance.
Testing Team	- Develop test scripts, test conditions, input test data, and expected results for one or more test streams, including unit, assembly, application product, integration product, performance, user acceptance, operational acceptance, and technical architecture tests. - Develop, update, and maintain testing standards and procedures. - Execute test scripts. - Record problems and issues in accordance with the project's problem and issue management plans. - Document defects using the project's defect management tools. - Work with the application team to resolve any issues that arise out of the testing process. - Participate in the release control process (when the application is transferred from the build team to the test team) to ensure that solutions meet business requirements. - Validate product fixes. - Inform the test lead of any issues that may affect the schedule, budget, or quality of the product or the testing process.
Change Management Team	- Understand the training needs of the audience. - Build curriculum by identifying the main activities to be covered. - Using input gathered to develop the training materials. - Conduct TTT session to equip Onshore facilitators. - Performance Support materials uploaded and ready to be used. - Useful documents and Short Videos (Simulations) developed to accompany the user during the implementation and the adoption phase.
Training Team	- Determine the Training and Performance Support Strategy and Training and Performance Support Plan. - Design, develop, deploy, and evaluate the training and performance support materials. - Evaluate the effectiveness of the training and performance support materials.

Table 4. We provide a realistic plan for staffing resources to effectively achieve your goals

Accenture Confidential section ends



1.1.12 Participating Entity required staff, roles, skills required and responsibilities.

As indicated in the org chart, it is recommended that the Participating Entity provides the following roles who can interface and collaborate with the Accenture and work on the Participating Entity side of the integration programming.

ROLES	RESPONSIBILITY/ SKILLS
Project Executive/ Sponsor	The Program Executive team understands program stakeholder goals and expectations and assesses impact on the overall business objectives. They provide overall leadership.
Project Manager	Operational and Project Management. Responsible for the day-to-day management of the program. They manage the program scope, cost, schedule, value realization, and deliverable activities and further collaborate with the Accenture Steering Committee to keep the Program on track and escalate risks/issues as appropriate
Process Owners/Leads	Process Owners are from the client team and will be responsible for implementing the business process. They help in providing the signoff in all phases of the project. They are consulted and supportive in the deployments, training, organization setup. They work with their counterparts on the Functional team to analyze the changes. The Process Owners are more focused on the overall process flow and user experience. They have in-depth functional knowledge of how functionality can be supported through the technology and familiarity with business process design concepts and principles.
Technical Lead	The technical lead provides knowledge of the participating entity's systems, validates functional designs, configuration documentation, testing plans, scripts, and results. They also help to identify internal system owners and resources and engage them as necessary.
SMEs	SMEs will lead and manage requirements for their area of expertise. They will be responsible for overall design review and approval for their area.
Testers	Client testers will be responsible for participating in SIT and/or UAT (depending on their role) and validating that the solution is working as planned.
Change Lead	The change lead will drive and execute the overall training strategy for the department, including but not limited to project communications, community messages, training development and oversight.
Trainers	Trainers are responsible for delivering the training to the client and supplier communities.

Table 5. Responsibilities of the Participating Entity Staff.

The RACI table below identifies the distribution of responsibilities between the participating entity, Accenture, and SAP Ariba for System Implementation Services. Legend – R – Responsible, A- Accountable, C- Consulted, I – Informed.

Accenture Confidential section starts

ACTIVITY	PARTICIPATING ENTITY	ACCENTURE	SAP ARIBA
Mobilization			
Provide and support test and production environments	C	C	A, R
Acquire necessary Ariba licenses/subscriptions	A, R	I	C
Project Management			
Provide Senior Executive change sponsorship	A, R	C	C
Provide overall Project management (Project charter, Project plan creation and maintenance, status reports, project communication plan, risk management, issue management, deliverables management)	C	A, R	C
Provide Ariba executive sponsorship to participate in overall program governance activities (e.g. Steering Committee, Quality Assurance, Issue Resolution, Risk Mitigation)	N/A	N/A	A, R
Define solution deployment plan (order, sequence, timing)	A, R	A, R	C
Facilitate regular status and governance steering committee meetings	I	A, R	I
Manage and maintain log of risks, issues, actions, and KDDs (Key Design Decisions)	C	A, R	I
Provide timely decisions and actions to escalated issues and risks	A, R	R	I
Plan/Analyze, Design, and Build			
Provide remote shared service functional and technical points of contact	N/A	N/A	A, R
Ariba will provide a Deployment Lead ("Deployment Lead"), Functional Lead ("Functional Lead"), and Technical Lead ("Technical Lead") to undertake the deployment activities per the detailed scope described in the Ariba Procure to Pay Professional Deployment Guide	C	C	A, R
Provide business and technology SMAs for process design workshops and knowledge transfer sessions	A, R	R	C
Lead and manage requirements solicitation and confirmation	C	A, R	C
Provide organization, process, reporting, technical, and localization requirements	A, R	R	C
Lead and manage organizational and process definition and design	C	A, R	C
Create data and integration design	C	A, R	C
Create end-to-end functional and technical designs	C	A, R	C
Develop prototypes for design confirmation workshops	C	A, R	C
Provide design review and approval	A, R	C	C

Provide cleansed master data for data loads	A, R	C	C
Load master data	C	A, R	C
Validate master data loads	A, R	C	C
Data collection, population, and validation of Ariba Configuration Workbooks	C	A, R	C
Load final Ariba Configuration Workbooks	C	C	A, R
Build Ariba workflows	C	A, R	C
Build or modify ERP to legacy system interfaces for automated master and transactional data. This also includes connection to Client's user authentication system.	A, R	R	C
Testing			
Provide access to any required test management software	A, R	C	I
Product test preparation (plan, use cases, test scripts, Ariba test data)	I	A, R	C
Product test facilitation, execution, validation of results in Ariba, and management of defects	I	A, R	C
SIT (System Integration Test) test preparation (plan, use cases, test scripts, Ariba test data)	C	A, R	C
SIT prepare target test system data	A, R	C	I
SIT facilitation, execution, validation of results in Ariba and management of defects	C	A, R	C
SIT validation of results in target test system	R	A, R	C
Sign off on SIT Closure Memo, including any deferred defects	A, R	C	I
UAT (User Acceptance Test) test preparation (plan, use cases, test scripts, test data)	A, R	C	I
UAT facilitation, execution, validation of results	A, R	C	I
UAT management of defects	R	A, R	C
Resolve SR (Service Request) related issues/customizations	A	R	A, R
Sign off on UAT Closure Memo, including any deferred defects	A, R	C	C
Production Transition			
Planning and executing Go-Live deployment of Ariba	R	A, R	R
Perform cutover with all move to production activities for ARIBA Network related activities	C	A, R	R
Perform cutover with all move to production activities for ERP related activities	C, I	A, R	C

Perform cutover with all move to production activities for Legacy systems related activities	A, R	C, I	I
Develop model for the stabilization period after go-live to manage support activities	C	A, R	C
Hypercare			
Develop definition of recommended steady State Support Model	A, R	C	C
Prepare and conduct knowledge transfer sessions to run team	I	A, R	I
Coordinate final transition to run/operations following go-live and stabilization activities	R	A, R	I
Change Management			
Manage change management strategy, design, and execution to include communication, training, and organization alignment, across all impacted business areas.	A, R	C	C
Assess and enhance organizational design of existing procurement function	A, R	C	C
Manage change process and develop user adoption strategies	A, R	C	C
Develop customized training materials and deliver Train-the-Trainer Sessions	C	A, R	C
Deliver training to end users	A, R	C	C

Table 6. RACI – illustrating the typical responsibilities between the Participating Entity, Accenture, and SAP Ariba for System Implementation Services.

Accenture Confidential section ends



1.1.13 Project Governance model/approach depicting both Bidder's and Participating Entity roles

Accenture's approach to governance as described in Figure 8 encompasses the leadership structure, roles and responsibilities, and processes that support executive decision making. Accenture's governance framework is based on the following principles:

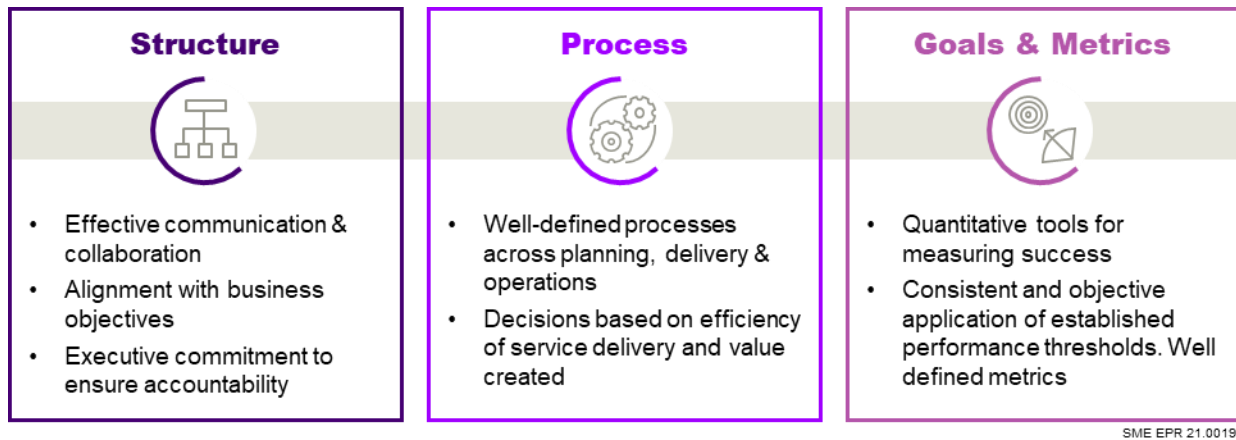


Figure 8. Accenture's Governance Principles.

Our governance framework will establish an overarching Program Office across the workstream towers that provides program integration, rigor, and standards; promotes consistency; and reduces risk. We will use Accenture's Delivery Methods (ADM) for Program and Project Management (PPM).

To help achieve project operational, service delivery and economic goals for both the near and long term, we must execute governance in a highly collaborative and transparent manner through:

- **Accountability:** Maintaining the appropriate levels of accountability, control, and authority to keep the appropriate level of focus.
- **Collaboration:** Effectively managing the day-to-day operations through collaboration with the client leadership. Implementing and managing a collaborative delivery and operating model including demand management, change management, and issue management.
- **Proactive Risk Management:** Taking steps to mitigate and monitor risks and issues from the outset, and escalating any risks and issues as needed with full transparency.
- **Informed Decision Making:** Evaluating options and making informed decisions while understanding value, cost, timeline, and business impacts.
- **Innovation:** Seeking to introduce innovation focused not only on service quality, efficiency, and cost, but also on opportunities to add value to the business.

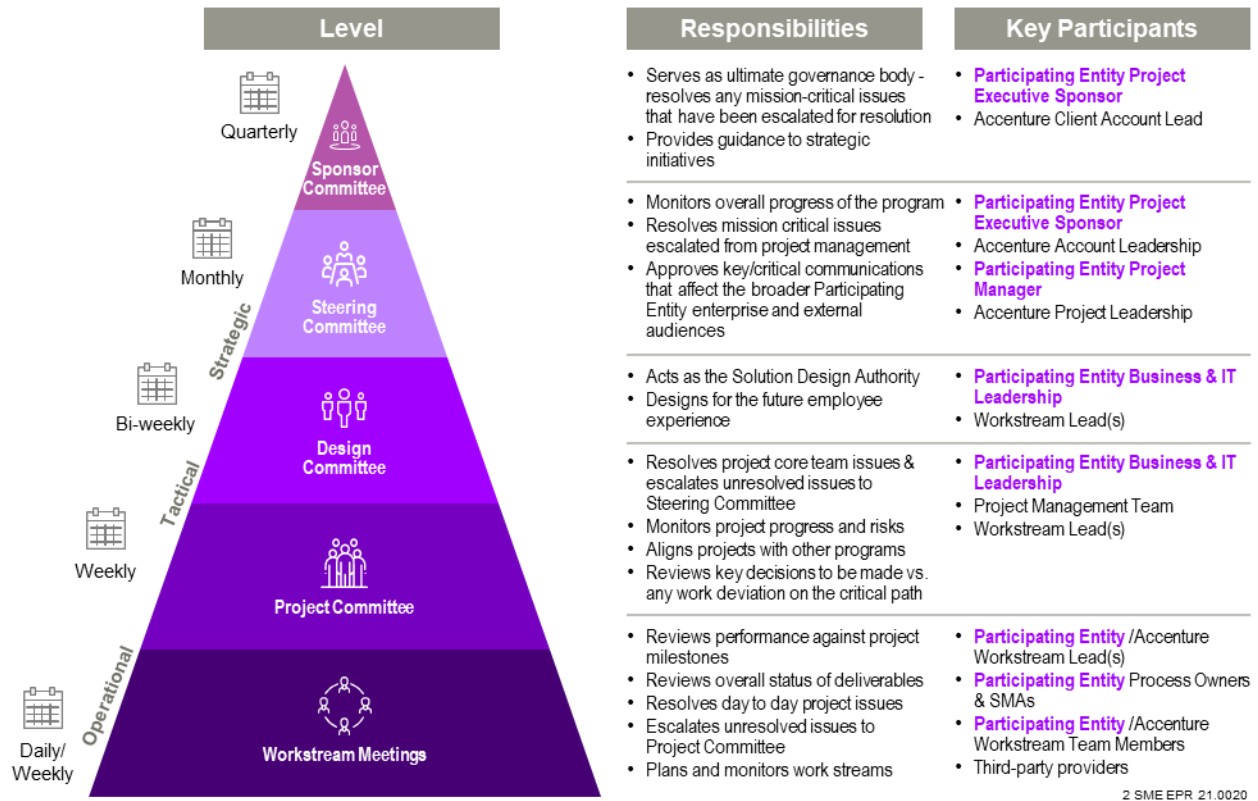


Figure 9. The three-tier governance structure promotes accountability and transparency across Accenture and client teams.

We recommend a three-tier governance structure as illustrated in Figure 9 based on our extensive Implementation and Managed Services experience. We believe this structure is critical to maintaining the appropriate level of accountability, control, and realization of benefits. The three tiers are depicted below:

- The **Strategic** tier defines our “destination” by focusing on developing and articulating the vision and goals for the organization and its stakeholders.
- The **Tactical** tier defines “how we get there” by developing and communicating approaches for attaining the vision and goals.
- The **Operational** tier “drives the vehicle” by executing these approaches with specific actions and initiatives.

These tiers define the roadmap for the collaborative journey that we will undertake. They emphasize laying out clear roles, shared responsibilities, and predefined levels of authority to make decisions. We recommend a wholistic governance model, including Participating Entities, Accenture, and other required partners.

1.2 Project Implementation Methodology

Bidders must describe their implementation methodology and approach including, but not limited to:

- Standard implementation including, but not limited to, approach, strategy, methodology, and change control.
- Design/Configure/Build work required to set up the Solution
- System development methodology.
- Testing methodology including, but not limited to, Test Plans, Development Testing, Unit Testing, Performance Testing, Integration Testing, User Acceptance Testing, and Test Scenario/Script development.
- Configuration/change control methodology.
- Risk Management practices and identify common project risks; and
- Issue Tracking/Management.

Response:



1.2.1 System Implementation Methodology - Hybrid Agile:

Accenture Confidential section starts

Accenture recommends a Hybrid Agile development methodology which has been successfully used in our SAP Ariba projects. This methodology would provide the Participating Entities with the best of waterfall and agile development methodologies and would enable a smooth transition to agile development, wherever applicable. The hybrid agile approach provides standard documentation and processes for each phase of the project.

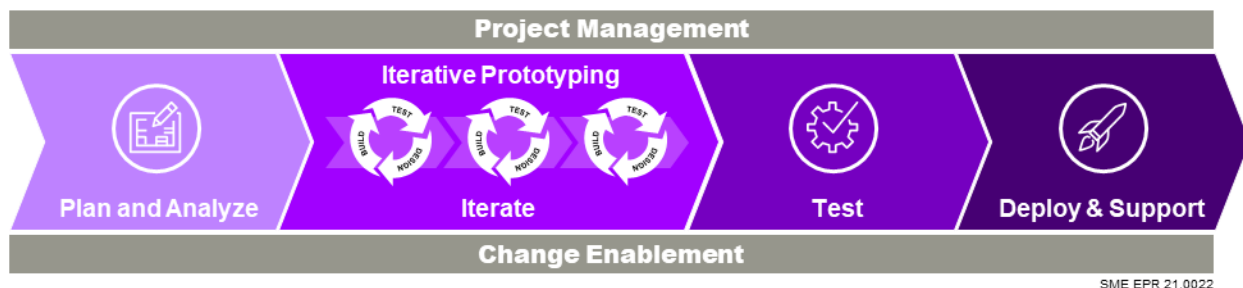


Figure 10. Hybrid Agile Approach - a structured method to keep project implementation under control and an Agile Design and Configure stage to stay user-centric.

Pre-Work: (Data Cleansing, Master Data Alignment and Clause Libraries)

The participating entity is responsible for gathering, validating, finalizing, and providing all data and clauses to Accenture. Accenture will be responsible for the loading of data and clauses, after which the participating entity will be responsible for approving in the Ariba tool. Additional tasks include:

- Work with the Participating Entity to confirm the Commodity code/ Product Taxonomy alignment completion and verify the task is complete. The task itself is completed by the Participating Entity prior to the start of the project.

- Work with the Participating Entity Legal team to organize and finalize the clause libraries that are needed for contract authoring. The project team will build the clause libraries into the system but is not responsible for leading clients discussions to formulate the language.
- Work with the Participating Entity to finalize the material grouping alignment with other agencies/departments to make sure the changes are confirmed and signed off. These changes will need to be executed and completed in subsequent steps.
- Master Data clean up to align the UNSPSC and the Material Grouping – Technical activity to be completed by the Participating Entity/ Department team. The project team would coordinate and get this completed as needed.

Figure 11 is a typical timeline for a Large State System Implementation –

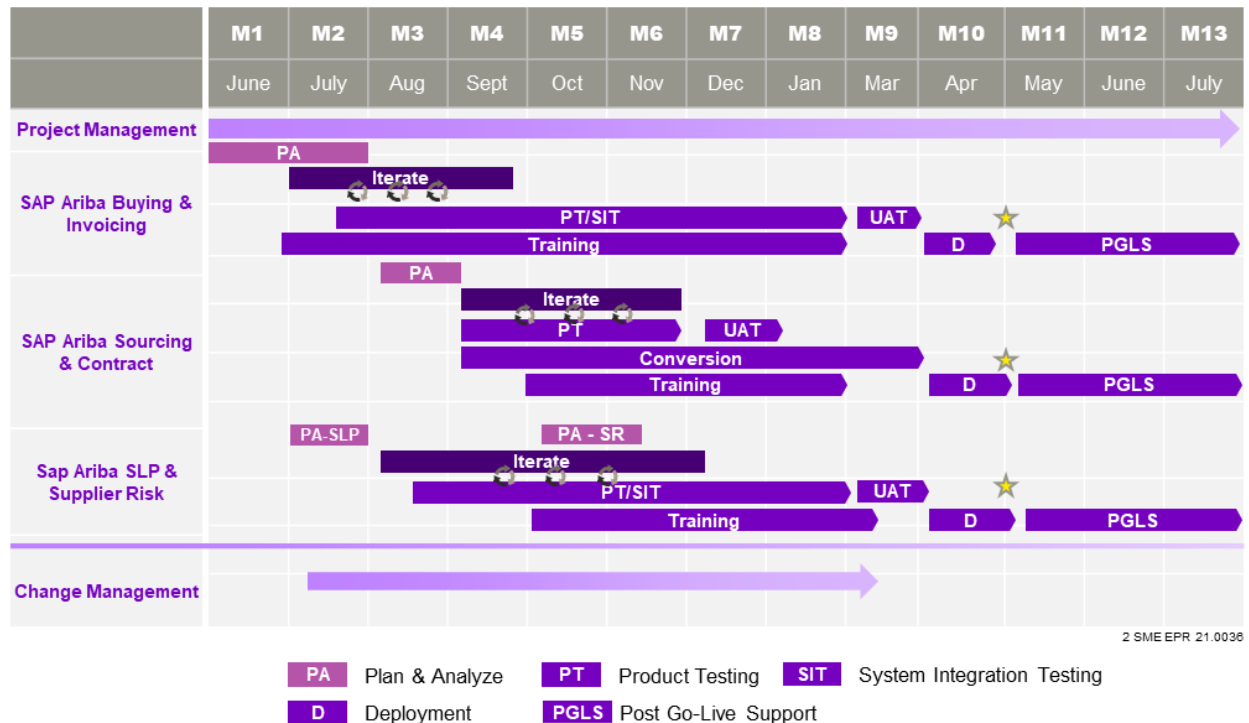


Figure 11. We develop a realistic timeline and activities based on our experience delivering complex projects on time and our experience as the largest global SAP Ariba system integrator.

Plan and Analyze

We will initiate and confirm project scope, requirements, and gaps. Our teams use a **Pre-defined workplan and schedule** and **Pre-defined industry related requirements** and **Assets** for efficient planning and analysis. In the Planning period, we will conduct a project kick-off with the Participating Entity and key stakeholders as needed. A Communication Plan will be developed and reviewed at the onset of each work stream as this is an important part of the success of the work stream go-lives. We will also create a detailed schedule which will include all development phases and milestones with the Participating Entity's acceptance periods.

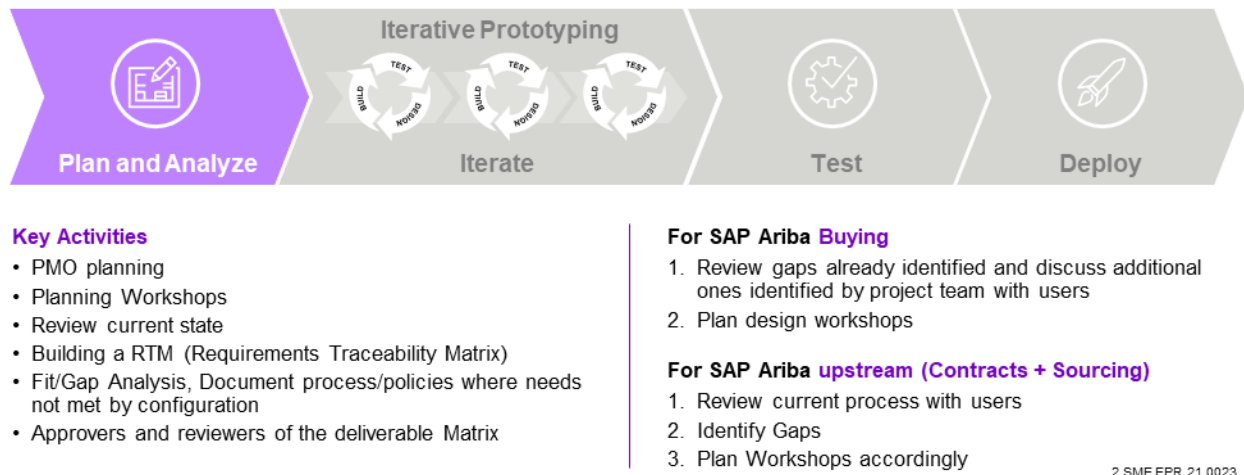


Figure 12. Plan and Analyze phase activities.

Design and Configure

This iterative approach promotes collaborative design. The design teams are supported by our **Assets - Leading Practice Process Flows and Industry Templates**.

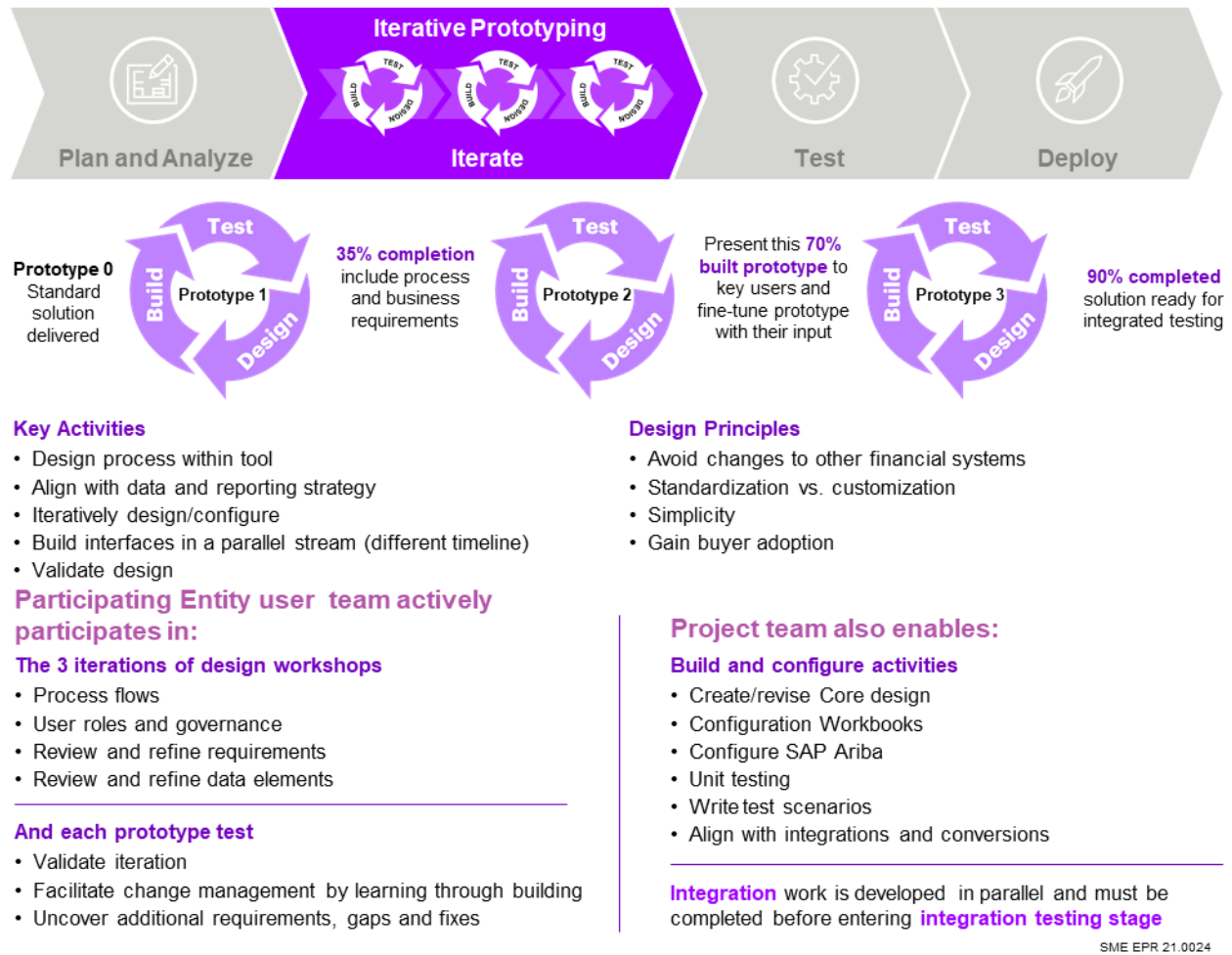


Figure 13. Design and Configure phase activities.



1.2.2 Testing methodology and approach

Testing

A Testing Approach (Strategy) would be developed by the project team and agreed on by the Department/Participating Entity. The approach includes defining the testing process, systems used, responsible parties and how issues would be tracked/resolved. Our testing methodology is centered around the requirements found in the Requirements Traceability Matrix (RTM). Each test scenario is tracked against one or more requirements to confirm comprehensive testing. Testing will be completed in 3 Phases – Product Testing, System Integration Testing, and User Acceptance Testing (UAT).

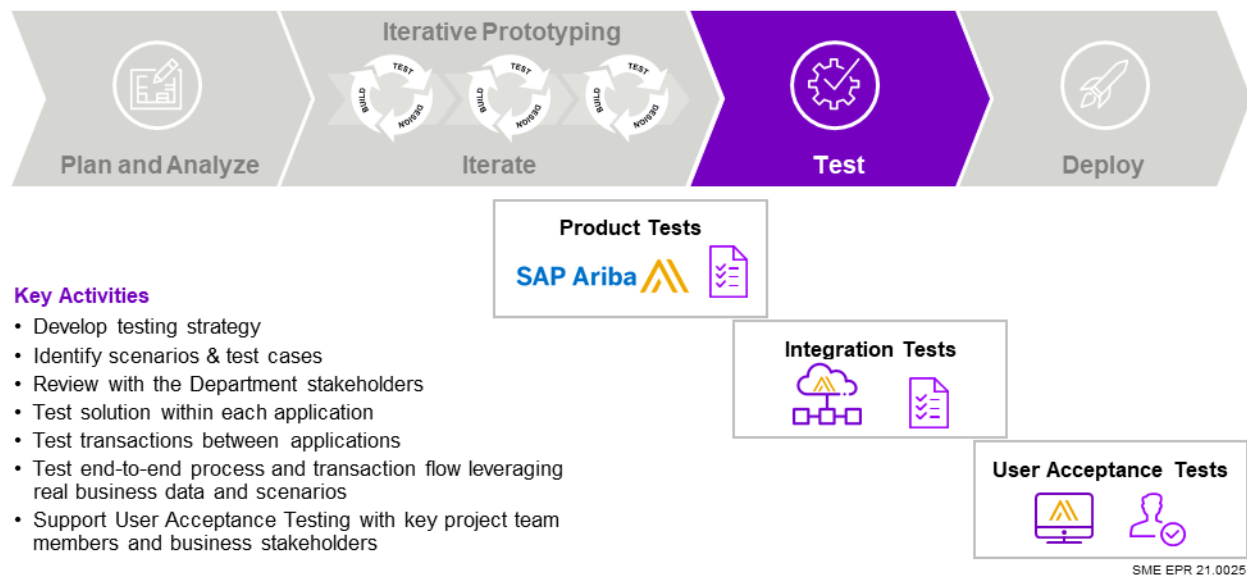


Figure 14. Testing phase activities.

- **Product testing** will take place upon completion of the design of the tool. This typically takes place as Prototype 3 is completed. Product testing would confirm the configurations were completed correctly, requirements have been met, and business scenarios can be completed successfully prior to system integration.
- The average number of tests executed for a Full Suite Ariba implementation is approx. 1300-2200. Accenture has dedicated testing resources to ensure functional resources stay focused on testing fixes, cutover and training documentation review.
- **System Integration Testing** will occur after product testing is completed to validate the tool is passing data successfully to and from all interfacing systems.
- **UAT Testing** is the final confirmation of the system build and is executed by the client team. Based on use cases developed by the Department/ Participating Entity, these tests confirm the business scenarios are working as expected.

Each phase of testing will include entry and exit criteria:

- **Entry criteria** will be agreed upon by the client but typically would include a finalized test plan with expected results, testing team, and loaded test data
- **Exit criteria** would also be agreed upon by the client but would be comprised of all testing scripts being completed and expectations of a % of testing cases being passed. Failed test cases would also need to fall within an agreed upon threshold for both high and medium issues.

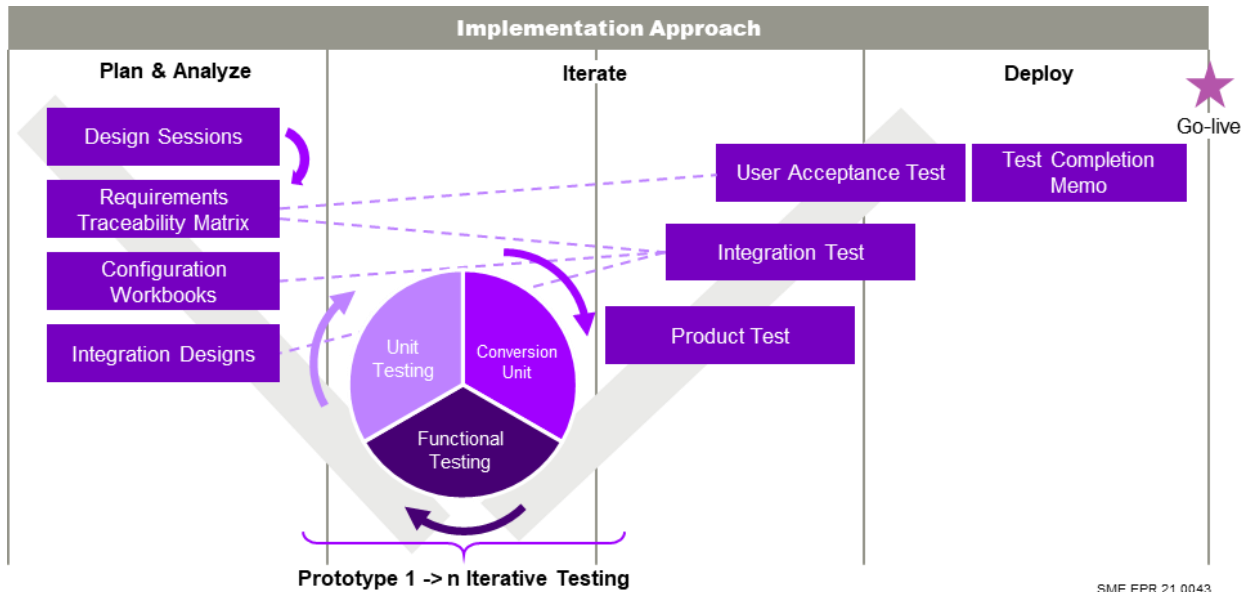
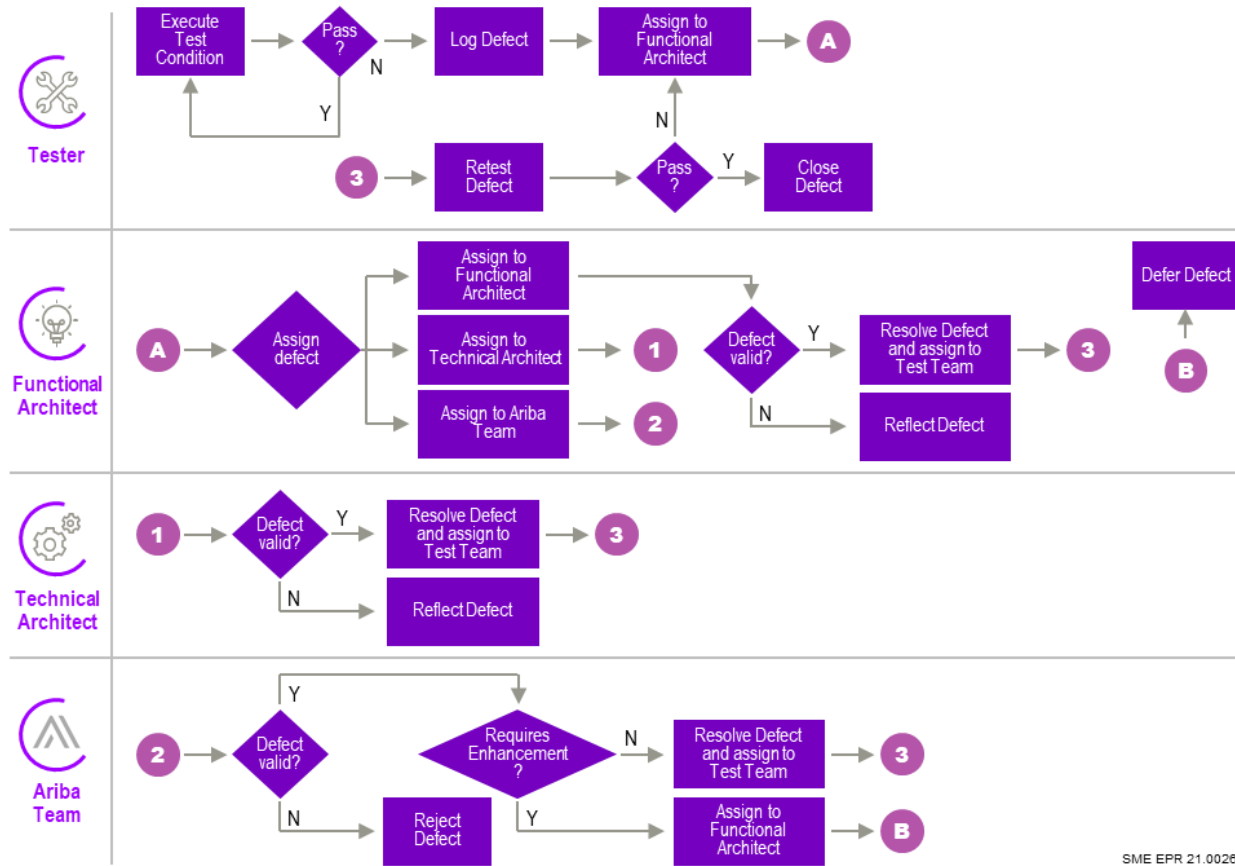


Figure 15. An illustration of the various testing phases and the artifacts in the Plan & Analyze phase that are verified and validated at each stage.

Defect tracking is a major activity during the test phase. It involves proper documentation of the defect details including severity and priority, and assignment of a defect owner in the selected defect tracking tool to track the progress and status of its resolution. The issue management procedures in Figure 16 below describe how the Project Team will capture, process, and track issues identified during test execution. For a full suite SAP Ariba project, test scripts will typically number over 1,000. Accenture has a dedicated Test Lead to oversee the client's requirements are captured into a test case.



SME EPR 21.0026

Figure 16. Typical testing issues resolution process flow.

Testing Pass Strategy

A multi-pass strategy for test execution will be implemented for Product Test and System Integration Test. The objectives of each pass are outlined below (example for a large state implementation): The number of test passes will depend on the complexity and volume of the implementation.

- **Pass 1:** Execute the Product Test conditions, finding as many defects as possible and confirming that these are logged and assigned to the appropriate team. Review and resolve issues identified during Product Test Pass 1.
- **Pass 2:** Re-execute the Product Test conditions that were tagged as failed during Pass 1. Resolve and close any other issues identified in Product Test Pass 2 and add targeted regression testing based on the changed functionality, as reviewed, and discussed with the functional and technical teams. Execute System integration Test Pass 1.
- **Pass 3:** Execute System Integration Test Pass 2 involving all the interfacing system partners to do a full end to end test and, as needed, Product Test Pass 3. Resolve and close issues identified in Pass 3 of testing, unless otherwise approved by the Project Manager. Workarounds for remaining open defects will be reviewed with the Project Manager.



1.2.3 Deployment approach:

Before go-live, we will create detailed instructions for a deployment plan in a Cutover document, which will include:

- A schedule of when deployment tasks will be executed and dependencies
- Key groups and contacts information
- Communication schedule with internal and external notification checkpoints

We will coordinate the deployment activities to perform dress rehearsal activities, collect final data migration files from source systems, and run data migration into the Production environment. We will deliver Production control reports to the Department to validate data migration results

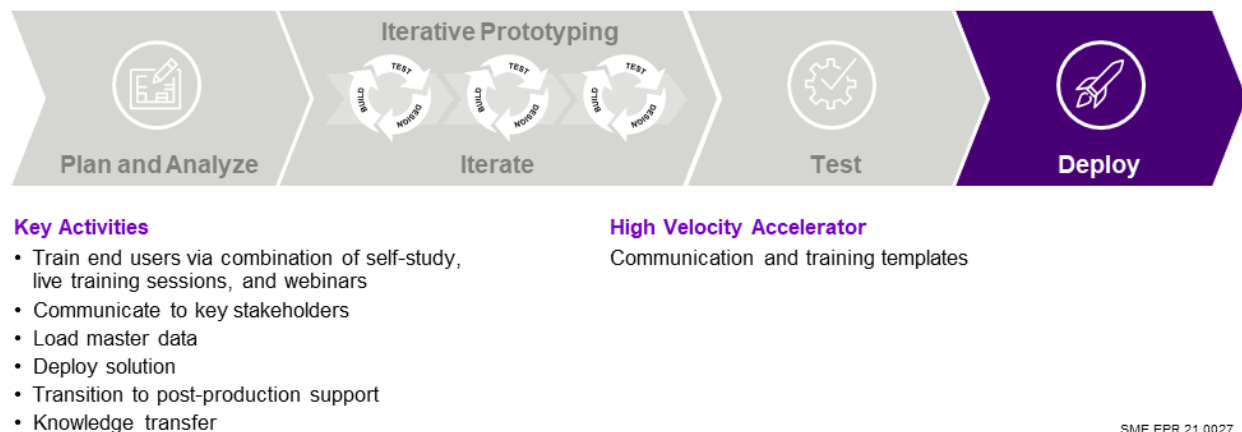


Figure 17. Deployment phase activities.



1.2.4 Knowledge Transfer

Knowledge Transfer (KT) is critical to program sustainability after the implementation. The best way is to involve the Department/ Participating Entity team members responsible for administering the system early in the implementation.

A plan will be circulated as the Test Phase starts to ensure an orderly Knowledge Transfer. The Department/ Participating Entity will be responsible for identifying contacts and ensuring the individuals can attend KT sessions. Recipients of KT will be asked to review the appropriate project documentation prior to the sessions. Sessions will involve reviewing questions on project documentation and demonstrations in the system.

The KT plan contains details about the items that need to be transitioned to an individual.

- **Topics** - knowledge that the target audience/resource needs to know.
- **Mode of KT** - describes how the KT will be done
- **Primary Contact** - contact resource for the topic
- **Estimate (hours)** - estimated time effort (in hours) to complete the item/task
- **Planned Dates** - expected date that the item will be started / completed (should be filled out by the Lead)
- **Planned Duration** - estimated hours to complete the topic (should be filled out by the Lead)
- **Actual Dates** - actual dates that the item started / completed
- **Actual Duration** - actual hours burned in completing the topic
- **Status** - status of the transition for each topic
- **Document / Reference Location** - contains the location of the files for each topic

Knowledge transfer is focused on administrative and system support for who will be responsible for updating the system after the hyper-care phase ends. KT is not considered training which is end user focused.

The users receiving knowledge transfer should have a basic understanding of how Ariba works. KT is focused on layering another level of depth, so the recipient will understand the Department/ Participating Entity's system architecture, exactly how Ariba is configured, where to find documentation and how to communicate with Ariba support. A Run book containing schedules with references to instruction steps with start, task duration, end time, and special instructions will be shared.

SAP Ariba offers certifications for individuals in their modules and it is highly recommended to have administrative personnel gain the relevant certifications during the early phase of the project.

Illustrative/ Sample KT plan:

No.	Topics	Description	Primary Contact	Participants	# Hours	Time Frame				Status	Checkpoint Meeting Status	Client Remarks	Document / Ref
						Planned Start Date	Planned End Date	Planned Duration	Actual Start Date	Actual End Date	Actual Duration	Accenture	Remarks
KT1 Overview Sessions													
KT1.A	SAP Ariba Sourcing - BPO	Discussion about the Design of Sourcing module of Ariba	Narvesh	Brian, Tony, MJ, GTC	2							No Status	Business Process Document
KT1.B	SAP Ariba Contract Management - BPO	Discussion about the Design of Contract module of Ariba	Narvesh	Brian, Tony, MJ, GTC	2							No Status	Business Process Document
KT1.C	SAP Ariba SLP - BPO	Discussion about the Design of SLP module of Ariba	Pallavi	Brian, Tony, MJ, GTC	2							No Status	Business Process Document
KT2 Functional Configuration													
KT2.A	SAP Ariba Sourcing Configuration	Detailed discussions on Direct/Indirect Templates, workflows	Nico	Brian, MJ, GTC	3							No Status	Process Design Matrix
KT2.B	SAP Contract Management Configuration	Detailed discussions on Contract Templates, workflows, conditions, etc.	Lug	Brian, MJ, GTC	3							No Status	Process Design Matrix
KT2.C	SAP SLP Configuration (Request, Registration)	Detailed discussions on Supplier WTS Templates, Supplier Registration	Simon	Simon, Brian, MJ, GTC	4							No Status	Process Design Matrix
KT2.D	Sourcing Sourcing D Form Overview	Detailed discussion on Sourcing D Form for Sourcing	Nico	Simon and Brian, Tony, MJ, GTC	1							No Status	
KT2.E	Contract D Form Overview	Detailed discussion on D Form for Sourcing	Ruth	MJ, Brian, GTC	1							No Status	
KT3 Integration													
KT3.A	SLP Integration (Ariba side)	Provide detailed overview on SLP Integration and associated	Pallavi	Simon, Brian, MJ, GTC	2							No Status	Functional Design Document
KT3.B	SLP Integration (SAP side)	Provide detailed overview on SLP Integration from the SAP side (Main)	Pallavi	Simon, Brian, MJ, GTC	2							No Status	
KT4 Ariba Reporting & Dashboard													
KT4.A	Sourcing & Contract Reporting (SLP) and Dashboard	Guide in generating and updating Pre-packaged Reports in Ariba, Also	Nico	Simon, Brian, MJ, GTC	1							No Status	
KT5 System Administration													
KT5.A	Master Data Load	Guide in managing master data in Ariba	Ruth	Simon, Brian, MJ, GTC	2							No Status	User and Group Load and Maintenance
KT5.B	Legacy Contract Conversion	Discuss Legacy contract conversion and load processes	Lug	MJ, Brian, GTC, Nico	1							No Status	
KT5.C	User Management	Guide in managing Audit Logs and User Master data maintenance	Ruth	Simon, Brian, MJ, GTC	1							No Status	User and Group Load and Maintenance

SME EPR 21.004a

SME EPR 21.0045

Figure 18. Screenshot of a sample KT plan detailing the topics, participants, start and end dates and the time frame.



1.2.5 Configuration/change control methodology

To minimize the impact of changes to the overall program, we will constantly monitor potential changes from external sources. When such changes develop, we will work with the Department/ Participating Entity to prioritize them and determine the level of effort, cost, and service hours required while still achieving the Program objectives.

Change control will be incorporated into our regular meetings with the Department/ Participating Entity. We will use the change control methodology to confirm any changes to requirements and scope follow the approved procedures. This process confirms that any changes are examined, impacts are documented, and approvals are received before being incorporated.

The change control process will track changes to established baselines throughout the program, enabling the Department/ Participating Entity and Accenture to control scope through the following:

- Managing approval of scope modifications to align with the release schedule and the vision of using leading practices and minimizing system modifications
- Enabling repeatable solutions
- Documenting change definitions, issues, risks, and resolutions
- Tracking release scope changes
- Coordinating data changes (if applicable) to the program environment and evaluating resource, schedule, and financial impacts before the scope change application

We will implement thorough testing procedures and policies during the Implementation and Managed Services stages to confirm proper change control and testing of system changes before they are released into production.



1.2.6 Risk Management practices and common project risks

Issue and risk management is one of the core functions governed by our Accenture Delivery Methodology. In addition to the approach to handle risks at a project level, the detailed approach to resolving problems at different stages of a system implementation is discussed below.

Problem resolution during design

No design process is easy. With the start of project execution, we are also beginning the project monitoring and control process to measure performance and progress against plan and take corrective actions, if needed. For that purpose, we use a RAID Log (Risks, Assumptions, Issues and Dependencies) which is a project planning tool that focuses on identifying risks, monitoring, and evaluating project work.

It helps track, organize, and prioritize any event or circumstance that can affect or influence project execution from the start. The input to the log can come from many sources, such as the project team, client team, client executives, suppliers, and other stakeholders, providing a full picture of the project's limitations and potential issues.

Review Cadence

To act in time and proactively mitigate risks, the log is reviewed frequently with all stakeholders.

- **Project Team:** Daily
- **Client Team:** Weekly
- **Client Executives:** Monthly

Internal Prioritization

We prioritize each item based on impact and likelihood to manage efforts internally:

- **High:** Critical issue with a high impact on project success and the potential to stop the project completely – 2 days
- **Medium:** Issue with a measurable impact without stopping the project from proceeding – 5 days
- **Low:** Issue that doesn't affect activities on the critical path – 10 days

Client Communication

For communicating problems and obtaining purposeful client decisions for their resolution we use Key Design Decisions (KDDs) as a tool to manage the design process on a decision-by-decision basis.

- A KDD is a document that the project team prepares and that outlines the problem statement and key question to answer. It also defines constraints, provides available solution options, and includes our recommendation with the rationale behind it.
- These are reviewed as early as possible during scheduled design review sessions with client executives to enable early, continuous, and well-informed decision making.
- The project team attaches supporting documents and analysis supporting its recommendation to the KDD document.
- During KDD review sessions, the project team can also perform live demos to showcase the system constraints, different solution options, and decision criteria associated with the options.

KDD001 KDD TITLE	
Issue / Problem statement	Options
Detailed Problem Statement	- Option 1 by following plan <u>abc</u> - Option 2 by following plan <u>def</u> - Option 3 by following plan <u>ghi</u>
Key question	
What is the key questions?	
Constraints	Our recommendation
- Constraint a - Constraint b	We recommend Option 1 because...
Status IN REVIEW	
Level MEDIUM	Decision
Due 04/06/2021	Edit Decisions made, approved by (name), on MM/DD/YYYY

SME EPR 21.0044

Figure 19. Problem resolution template.

Problem resolution during Testing:

We believe in collaboration and leveraging collective knowledge through a variety of perspectives to solve problems creatively, improve quality, and maximize outcomes for our clients. Open and constant communication is the key. Table 7 depicts the connects that the development and the testing teams will have to resolve system implementation issues.

TEST PHASE	TRIAGE MEETINGS	DEFECT REPORT
Product Testing	- Daily internal review - Weekly client meeting to discuss testing status - Ad-hoc meeting for Critical/High issues will be attended by Client Team members and Project Team - Meeting will be led by the Project Team	Test Report that includes defects - reported daily to respective Project Team
SIT		
UAT		

Table 7. Problem resolution - Testing - defect reporting and meetings.

Common project risks

We will work with the Department/ Participating Entity to proactively monitor the most common deployment risks to avoid program delays. Some of the typical risk areas and resolution approaches we take are noted below.

RISK 1: CLOUD EXPECTATIONS

- Many clients do not have the experience of a transformation of a process into the cloud
- Stakeholders are not fluent on the limitations of the Cloud and how important re-orienting process is too success
- Clients not setup to make timely decisions

RESOLUTION

- Key Design Decision process – A regular cadence for KDD reviews are established early in the project with key stakeholders
- Stakeholders are presented with leading options to solve their business requirement
- Decisions from KDDs drive either a change impact or configuration

RISK 2: SUPPLIER APPROACH

- Clients underestimate the impact on suppliers & their own need to resource appropriately and don't plan accordingly
- Not understanding the nuances of Supplier enablement in Buying & Invoicing versus Sourcing, Contracting & SLP

RESOLUTION

- Accenture works with the client to develop a Supplier Engagement Approach (approach to segmenting and prioritizing suppliers to send communications and collect supplier information for supplier enablement)
- Supplier enablement and master data are considered an equal workstream for our projects in addition to the modules, training, and change management

RISK 3: DESIRE TO OVERBUILD

- Well executed process can't be overly complex
- Client tries to build for every possible scenario instead of focusing on common practices
- Technical only implementation fails. Only one shot to make a first impression with users.

RESOLUTION

- The KDD process is used when the project team wants to challenge whether a requirement makes sense
- Spend the majority of your time on making sure your most used processes are simple (80/20 rule)
- Have an experienced project team who constantly ask, "Yes, we can do it, but should we."
- Build flexibility into the system, empower users

RISK 4: LACK OF OPEN COMMUNICATION ON BUSINESS CASE AND PRIORITIES

Clients not articulating their business case with the implementor. Accenture has done hundreds of Ariba implementations and when project goals /business cases are not communicated, the client loses out on valuable experience in helping achieve their goals.

RESOLUTION

The project team has dedicated time allocated to review project challenges with experts who have run dozens of projects. Sankar Kaliaperumal head of Accenture's global SAP Ariba practice is typically the Quality Assurance resource for these projects.

RISK 5: RESOURCING MISALIGNMENT

Often there are only a few key process and system experts who understand how the client's landscape and processes fit together. These resources often get overwhelmed with competing priorities. Change management often gets pulled out due to cost. Technical implementation occurs, but project never reaches potential.

RESOLUTION

- The project team will clearly lay out the timelines and expectations of client-side resources early in the project.
- Our change offering for smaller projects creates the approach, deliverables, and training material, so

the client-side change resources can focus on people.

RISK 6: TIMELY DECISIONS NOT BEING MADE

Cloud implementations move fast and are iterative to reduce cost. Internal project support processes haven't made the conversion to agile development. Management is unable to make decisions timely.

RESOLUTION

The prototyping process helps reduce stakeholder concern over having to solve every process before making decisions. Prototypes show key features of the system allowing stakeholders to focus just on those design & process decisions. The Key Design Decision process – A regular cadence for KDD reviews are established early in the project with key stakeholders.



1.2.7 Issue Tracking/Management

As indicated in response to question 1. Project Management, issues will be tracked using an issue log. It helps track, organize, and prioritize any event or circumstance that can affect or influence project execution from the start. The input to the log can come from many sources, such as the project team, client team, client executives, suppliers, and other stakeholders, providing a full picture of the project's limitations and potential issues.

We prioritize each item based on impact and likelihood to manage efforts internally:

- **High:** Critical issue with a high impact on project success and the potential to stop the project completely – 2 days
- **Medium:** Issue with a measurable impact without stopping the project from proceeding – 5 days
- **Low:** Issue that doesn't affect activities on the critical path – 10 days

For communicating problems and obtaining purposeful client decisions for their resolution we use Key Design Decisions (KDDs) as a tool to manage the design process on a decision-by-decision basis. Most issues are resolved at the tactical level. For issues that cannot be resolved at this level, issues would be escalated to the operational level during the monthly/weekly service review meetings. Based on the issue's level of importance (materially affect program objectives, scope, cost, benefits, etc.) and time criticality; project leadership would determine whether to escalate the problem to the strategic level.

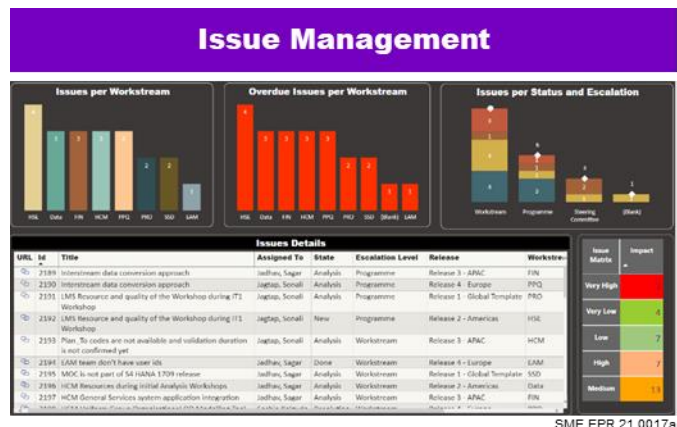


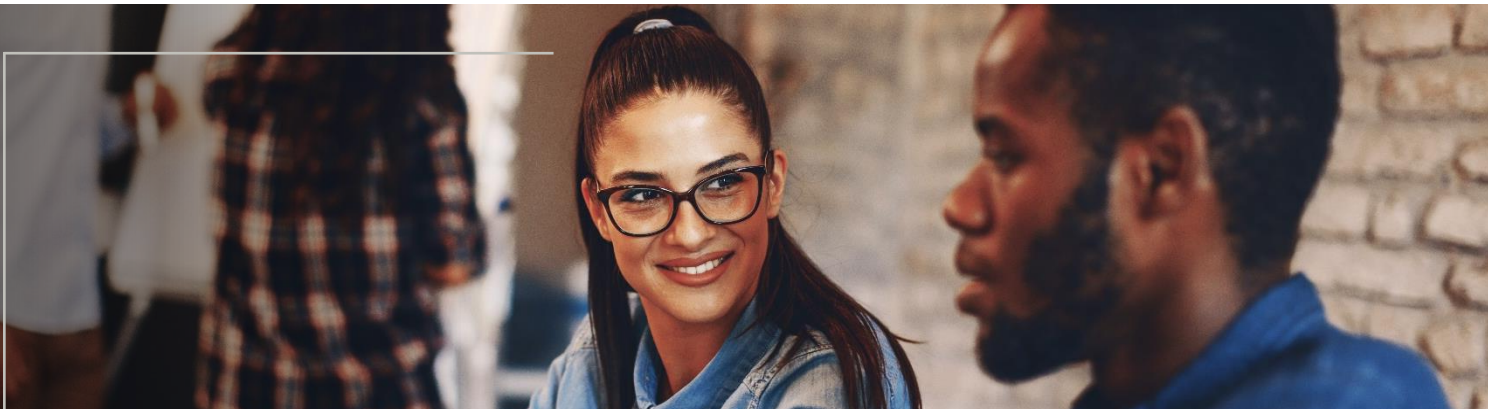
Figure 20. Issue Management screenshot.

Accenture Confidential section ends



Client Example: State of North Carolina

Accenture provided full implementation services for the Ariba On Demand implementation, including project management, design, configuration, middleware development, testing, and change management. Accenture assembled a team that combined extensive Ariba On Demand experience and strong State of North Carolina knowledge to bring the skills needed for a successful project.



Client Example: Global life sciences company: SAP Ariba Source-to-Pay transformation (A global life sciences company with sales in more than 100 countries)

Opportunity: The company was using a home-grown requisitioning tool that was only partially integrated with its ERP platform and wasn't broadly accessible throughout the enterprise. Some procurement processes were being manually executed and a large part of the indirect spend was to process vendor invoices which were channeled outside of the preferred supplier network, increasing delays, and requiring different processing for approval and payment.

Solution: Accenture proposed an implementation approach that leveraged SAP as a co-partner, using resources from both companies. The client's particularly inclusive culture meant that employee input about the transformation was actively solicited. The company's leadership appreciated Accenture's emphasis on collaboration and transparency. A PSO (Professional Services Organization) was established to support the wider implementation team.

Accenture's hybrid agile methodology was used for building the global blueprint and for the design and build phases of the project. To reduce costs and accelerate the implementation, Accenture used various proprietary assets (e.g., traceability matrix, change communications and process modeling) for the different templates and workshops, tailoring them to the specific requirements of the project.

The Ariba system was integrated with the ERP system using Direct Connect and HTTP Post. SAP Ariba modules included were:

- On-Demand Procure-to-Pay
- Contract Compliance
- Electronic Invoice Automation through the Ariba Network

Results: The company is processing, on average, more than 3,000 POs a week and there has been a steady reduction in the number of non-PO invoices. Accenture's implementation of SAP Ariba has contributed to other significant benefits, including:

- Reduced costs by using global and regional buying leverage
- Improved compliance management by tracking buying compliance with the best contracts and suppliers
- Reduced demand by following standardized global policies
- Improved specification alignment
- Elimination of manual efforts to collect spend information, raise a requisition, obtain approvals, make purchases, locate, and match supplier terms, and make payments
- Automation of procurement reporting tasks
- Shortened cycle time of the requisition-to-pay process
- Improved common payment terms with suppliers
- Alignment with best suppliers, with leverage to gain improved service levels



Client Example: International software company: SAP Ariba cloud implementation and deployment support

The SAP Ariba Cloud implementation was global, involving 37 countries across the Americas, Europe, and Asia-Pacific. Accenture was responsible for overall project management, as well as analysis/requirements confirmation, technical architecture, application configuration, master data loading, integration testing, and deployment support. Accenture also provided additional support for user acceptance testing. For the training and change management aspects of the implementation, Accenture designed the “train the trainer” sessions to improve user performance with the new system.

- SAP Ariba Cloud modules implemented were:
 - Sourcing
 - Contract Management
 - Supplier Information & Performance Management (SIPM)
 - Procure-to-Order
 - Invoicing
 - Discount Professional
- Design build and test of the Ariba solution were based on an iterative prototyping approach. The implementation was expedited through the use of Accenture assets for Ariba implementations including Master Data Guide, an asset library for workshop materials, Design Handbook, Configuration Handbook and Standard Test Conditions and Expected Results.
- For the Accounts Payable function, the company was experiencing issues requiring process redesign—beyond just the technology implementation—so Accenture provided business advisory services for that work stream.

Results: With Ariba Cloud, the company can access real-time information to make better and faster decisions. More effective collaboration with buyers and suppliers has enabled cost and risk reduction. Savings have also been realized from a more aggressive early payment discounting model with suppliers. Ariba Dynamic Discounting has given the company the means to negotiate discounts at a transaction level as opposed to a supplier/contract level:

- Automating and streamlining processes has driven down procurement spend, and the company has increased efficiencies through supplier consolidation. The buying process has been simplified for casual users. The user training approach has driven better user adoption of the new system.
- Overall, the company has increased business agility through superior data visibility and has achieved faster application response time by moving to a cloud infrastructure.

1.3 Catalog Support Services

Bidders must provide services to support the creation, loading, management, and maintenance of hosted catalogs and punchout sites. Proposals must describe in detail the available services, including but not limited to, the following:

- Provide assessment to identify and prioritize contracts as potential for hosted catalog or punchout.
- Creation of hosted catalogs.
- Setup/configuration of punchout sites.
- Identify and setup commercial retail online marketplaces.
- On/off-boarding of Suppliers to prepare them to manage catalog content; and
- Train Participating Entity staff to assume catalog/punchout management roles.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Catalog Support Services objectives and requirements.

Response:



1.3.1 Catalog Strategy

Accenture recommends keeping the assessment of developing a catalog strategy outside of the implementation scope and timeline. Implementations usually have a shorter duration than the time needed for assessing, contacting suppliers, updating contracts, and beginning the building process. Through our consulting practice we can offer a catalog assessment and work with the Participating Entity to construct a holistic approach starting with the Sourcing & Contracting process. Ideally this work would happen six months to a year prior to the kick-off of an implementation. The implementation of a catalog assessment outcome is typically dependent on the timeline of the contracting process and the requirement for the suppliers to provide catalog content.

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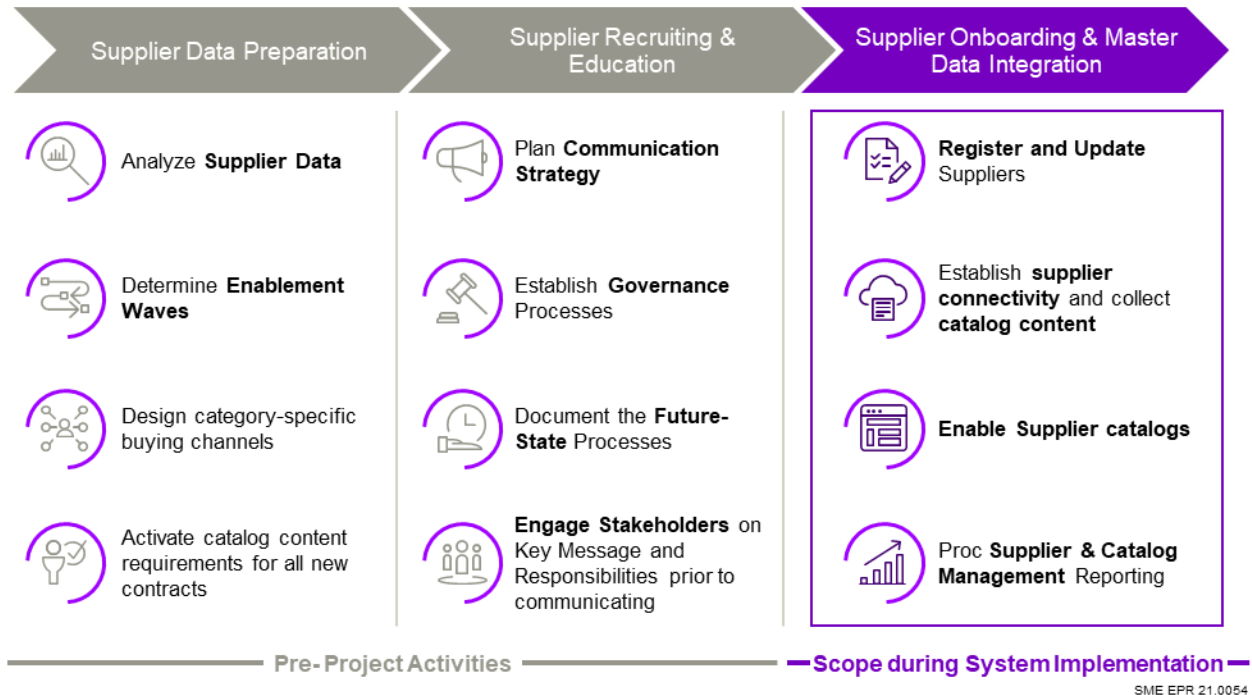


Figure 21. The general enablement process for suppliers will consist of three main phases: Supplier Data Preparation, Supplier Recruiting & Education, and Supplier Onboarding & Master Data Integration.

Accenture Confidential section ends

'As a pre-project, Accenture can work with the Participating Entity to identify suppliers able to provide client hosted catalogs and suppliers able to provide punch-out catalogs. Accenture and the Participating Entity can resource the catalog enablement work-stream appropriately. During the project, the team will establish a timeline, communication strategy, enablement process and testing for supplier catalogs. Post-project, Accenture will provide Knowledge Transfer or even provide the resources to continue the catalog strategy and enablement process for the Participating Entity.

1.3.2 Catalog Management

Catalogs can be one of the below three types:

- **Static/Hosted Catalogs** - Suppliers can either provide their content files (Microsoft Excel template) or customers can create their own catalog data files to be uploaded. The catalog data file includes item description, part number and contracting price. These are created and maintained by using CIF format files (can be generated from Excel) that must be updated by the supplier or customer any time there is an update. If the customer is maintaining, they can build their own file or accept files from suppliers via email or have them uploaded to a test account (via Ariba Network), then manually uploaded by the buyer to the production account. Other options are to have the supplier submit the catalog file via the Ariba Network and activate.

- **Network Catalogs or PunchOuts (Level 1)** - Allows the customer's ecommerce platform to communicate with live catalog content on the supplier's website, which provides a better shopping experience and reduces workload. Any updates made to content will not require an update on the buyer side. This is good for catalogs where there are thousands of items. However, the customer loses visibility on item and price changes (which they have with the static/hosted catalogs). Level 1 punchouts take users from Ariba to the homepage of the supplier catalog.
- **Extended PunchOuts or Refined Catalogs (Level 2)** - Allows advanced search capabilities to show richer and more specific content on SAP Ariba. Level 2 punchouts take users to the specific line item. As such, level 2 catalogs are in between static and punchout level 1 because there would be a CIF file on the buyer side with item details as well as a link to the supplier's landing page.

Developing good catalogs is key to reducing order errors. The project team will make sure that the contents of the catalogs are concise, complete, and accurate to allow choosing the most applicable products or services. Accenture supports the following types of catalogs.

FORMAT	DESCRIPTION
CIF	CIF (Catalog Interchange Format) is a comma-separated list of catalog items and their attributes. Ariba Network allows you to publish CIF catalog files in an Excel format with a .xls extension.
cXML	cXML (commerce eXtensible Markup Language) format is an XML-based document type definition (DTD) designed specifically for communication of e-commerce business documents. In cXML, catalog data is described with tags and attributes, using a syntax similar to that of HTML. cXML also supports the communication of purchase orders and PunchOut catalogs.
Excel	SAP Ariba solution sites configured for managing catalogs using the content management system (CMS) also support catalog files in Microsoft Excel (.xlsx) format. Ariba Network allows you to publish catalog files in Microsoft Excel (.xlsx) format only to customers who use the content management system (CMS) in SAP Ariba solutions to manage their catalogs.

Table 8. Available Catalog formats.

Static and PunchOut catalog formats differ in their handling of extended catalog features, the method of integration with your existing content, support for localization, and catalog expiration dates.

A comprehensive assessment approach to identify the appropriate catalog format is needed. Below are some of the guidelines we use to help clients with their selection.

Static/Hosted Catalogs to be used when:

- Supplier is new to Ariba Network
- Supplier is unable to host its ordering website
- Catalog size is small to medium
- Catalog content is more static, with minimal updates

PunchOut Catalogs to be used when:

- Catalog consists of configurable items
- Catalog content needs to be updated frequently
- Catalog size is large

The below features are part of the standard feature set.

FEATURE	DESCRIPTION
Validation	CIF or cXML catalogs to your Ariba Network account, Ariba Network automatically performs syntactic validation. Ariba Network flags errors by line number that will help quickly find them and fix them.
Versioning	Ariba Network can store multiple versions of the catalogs. When updating catalogs by uploading new versions, Ariba Network stores them all. However, when catalog subscriptions are imported into SAP Ariba solutions, only the latest versions of the catalog are imported.
Testing	The Ariba Network test account has a catalog/order tester. This tester displays the catalog contents similar to how a buyer would see it. This will help examine the item descriptions and other catalog fields to see how they appear.
Publishing	Create public catalogs for manufacturers' suggested list prices so that customers can source new products from you. Create private catalogs for prearranged, contract pricing for specific customers. Buyers search for companies, industries, and products to find applicable catalogs. They download them and import them into SAP Ariba solutions.

Table 9. Catalog Standard features.

Catalog Workflows and Activation

For catalogs loaded by the customer they will follow a standard flow within Ariba in order to be activated. This can be either auto-approved or manually approved depending on the needs of the customer. A sample process below is displayed below to represent this process.

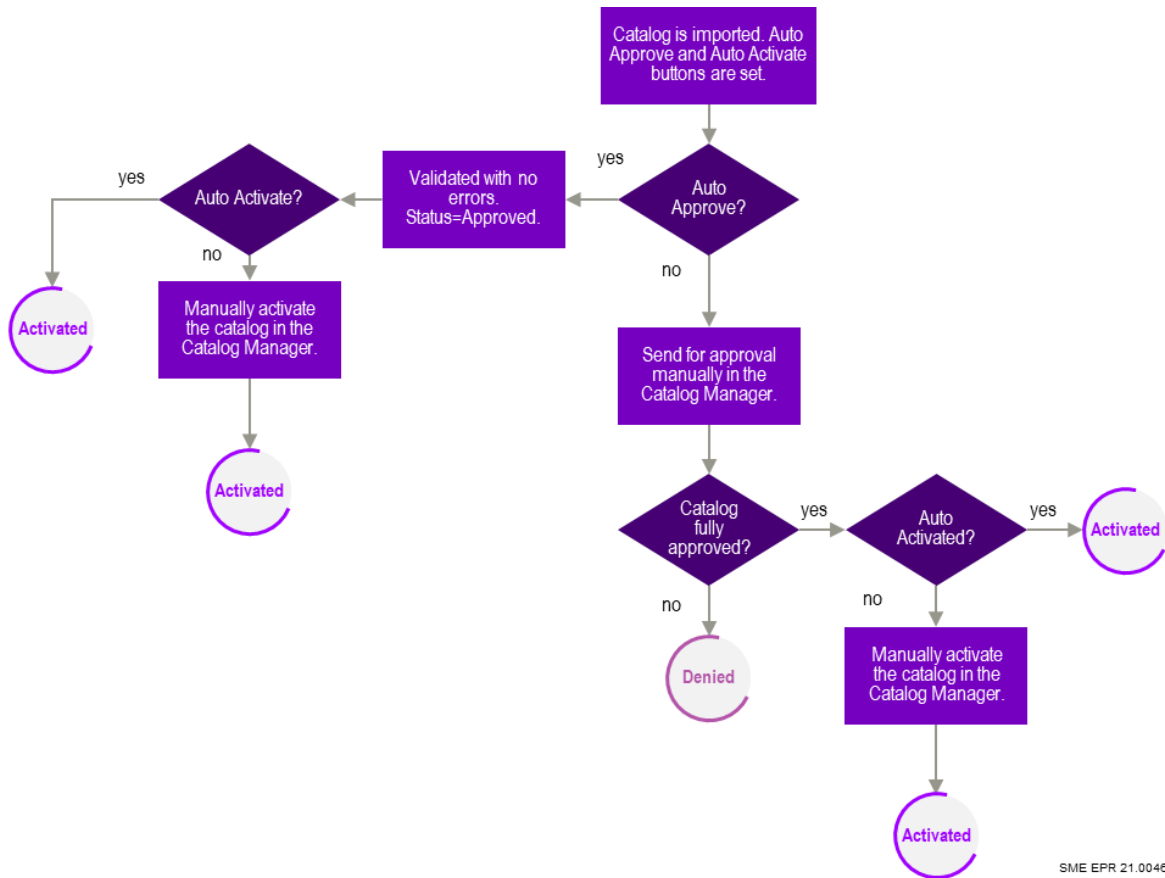


Figure 22. Workflow and Catalog Activation.

Mapping to Commodity Codes

A good catalog strategy must take into account, the importance of mapping commodity codes. Each catalog item must be tagged with a commodity code that indicates the kind of item. Commodity codes enable procurement applications to display products and services in a hierarchy that makes sense to users and enables actionable reporting for the procurement department. Accenture recommends using UNSPSC but is not limited if another industry commodity code is standard or a client's unique hierarchy is used. Most suppliers do have a UNSPSC mapping for their catalogs which reduces the time to implementation.

Quality Assurance

Accenture will use quality assurance testing processes to support test activities with enterprise-wide agreement vendors for punch-out catalogs, electronic order issuance, and electronic invoicing. We will create standard system test scripts to confirm data exchanges between the new eProcurement solution and the vendor work. During system test, we will work directly with the vendor to test data exchanges and assist the vendor with resolving defects. After we validate data exchanges during system test, we will migrate electronic order issuance and electronic invoicing configuration changes to production. We will migrate punch-out catalogs to the training environment for UAT to complete the final quality assurance

test. During UAT, the Participating Entity will validate the punch-out catalog meets design and contract requirements before production deployment.



1.3.3 Identify and setup commercial retail online marketplaces

SAP Ariba provides the Participating Entity access to the Spot Buy solution in order to access multiple marketplaces. SAP has a three-tier supplier vetting process that helps to make sure that the suppliers meet compliance standards. The marketplace can be limited to specific groups of users within the governmental agency and other restrictions can be put in place to align with the Participating Entity's intended usage goals. The Accenture project team can help assess whether the Spot Buy marketplace can meet client goals.



1.3.4 On/off-boarding of Suppliers to prepare them to manage catalog content

The project team will take the output of the catalog assessment and work to contact suppliers in order to understand their capabilities and whether they have utilized the Ariba Network previously. Suppliers will be prioritized into waves based on several factors including, but not limited to, volume, spend amount, invoicing impact, and ease of enablement. The project team will review and refine the supplier waves with the client prior to execution.

Post implementation, a process should be put in place to review catalogs on a yearly basis. Catalogs with limited spend or volume should be reviewed to determine why the expectations were not met. If an internal roadblock has hindered adoption, the case should be referred to the appropriate Sourcing/Contract manager. Otherwise, the supplier should be contacted, and the catalog disabled in the tool.

Supplier Engagement

- Meet with suppliers to develop interest and improve participation through ongoing conversations
 - High-level timeline and where we are currently.
 - Assess Supplier capability to load local vs network catalogs.
 - Upcoming milestones and emphasis on participation required in upcoming weeks/months.
- Ariba sends the trading relationship request and assigns a point of contact.
- Load catalog data collection into the test environments.
 - Data collection for system – This will help us load quality data for Integration testing
 - Suppliers return filled templates for review
 - Data load in QA to be performed internally

- Return feedback if needed. This is a closed loop process and can be time consuming.

Supplier Enablement Content Development

- Training content development - Supplier onboarding handbook
 - Catalog upload and validations
 - Catalog workflows
 - Error handling
 - Train the trainer sessions planned.
- Supplier training plan – To be developed and Executed by the buyers.
 - Review and finalize training content
 - Identify the audience – names of participants and roles, availability, etc.
 - Notify and plan to train in waves [if necessary]
 - Schedule trainings, execute and seek feedback.

Supplier Enablement

- Supplier participation during Testing Activities
 - Supplier participates in loading the test catalog in their testing environment for UAT.
 - Supplier can provide Excel offline and CIF/Excel/Punchout catalog format to be loaded or accessed by the buyer.
- Supplier enablement in production
 - Get the data template filled by suppliers and reviewed by the buyer admin.
 - Supplier loads the catalog data template into production or enables punchout catalogs in production.
 - Buyer catalog admin reviews the catalog items in Ariba and triggers the workflow.
 - On approval, catalog versions are activated.



1.3.5 Training Participating Entity staff to assume catalog/punchout management roles

Post-project Accenture is committed to providing Knowledge Transfer to the Participating Entity staff taking over responsibility. Please refer to our section detail 1.2.5 Knowledge Transfer. The Entity's staff will be taken through the Catalog wave strategy, business design documents, the Ariba Network and how to load catalogs (punch-out and static).

Our Change Lead and team will help creating trainings for State Purchasing and Vendors regarding the processes for eInvoicing and catalog enablement. Our managed services team would also reconcile contract information recorded on the Participating Entity's website against that in the new eProcurement Solution application and discuss discrepancies during meetings. We will also communicate with vendors awarded a contract(s) by the Participating Entity on the recommended catalog solution. Our catalog

management solution will always focus both on maximizing catalog availability and on supporting increased utilization by agency customers of the catalogs available in the SAP Ariba solution.

1.4 Data Conversion Services

(separate from the Data Services response in the Functional Requirements section)

Bidders must provide data conversion services to transition from existing, legacy systems to the new eProcurement Solution. Proposals must describe in detail the available services including, but not limited to, the following:

- Conversion needs assessment.
- Conversion approach/methodology for Supplier data, Users, and active transactions including, but not limited to, open Purchase Orders, active Solicitations, and active Contracts.
- Data cleansing; and
- Tools/accelerators available to support data conversion.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Conversion Services objectives and requirements.

Response:

Key factors that influence data conversion decisions are:

- **Volume** – the volume of data to be converted determines the amount of time required to complete the conversion, and the magnitude of the work involved.
- **Quality** – The quality of the data determines the level of effort involved in cleansing the data to ensure it meets the standards of the new system.
- **Integrity** – The integrity of the data determines whether the existing data meets the requirements of the new system.
- **Source sophistication** – The sophistication of the source system determines how easy it will be to extract and manipulate data.

When considering data conversion, the data that is to be converted can be broadly divided into two categories:

- Master Data (supplier, account codes, etc.)
- Transactional Data (purchase order, contract, receipt, invoice, etc.)

Master data must be converted as part of the project. Master data will be the first data to be converted from legacy to SAP. This is because master data must exist in the system before transactional data can be loaded or created. However, transactional data often has nuances that makes analysis of the data and the impact on users & suppliers necessary before a decision is made. Transactional data has to be converted after master data because it is dependent on the master data already existing. Depending on the analysis, transactional data might be converted, and change management leveraged to limit impact. Dual processing in the old system might create less of an impact and make sense. More sophisticated solutions such as middleware transformation might also be leveraged. Volumes and end user/supplier impact must be taken into account.



1.4.1 Conversion needs assessment

During the initial phases of program planning, the Conversion Procedures are used to document how to convert application data from an existing environment to the target environment. Their sequence is prescribed by the Data Object List. The Data Object List is used for identifying and capturing important attributes about the data objects in scope for the project.

A Conversion Procedure details one set of actions performed by the data migration team. It contains the details of the actions, including the use of data, the roles which perform the actions and business rules to follow.

It covers:

- The step by step guide to perform the extraction / transformation / load / validation of data.
- The tools to use, the detailed procedure of using the tools and the verification checks.
- Verifications: When verifications are performed, the Conversion Procedure documents how they are performed and where the outcomes are recorded

We involve the respective Participating Entity stakeholders to provide required data, validate the procedure, and review and validate data outcomes at the end of each procedure (i.e. not only in the target system). Environment and tools, system source, target system, working directories/folders, document authorizations/accesses, and security procedures on the data would be captured.

The Data Migration team defines the approach to migrate data from the legacy system to the new SAP system. They work with migration tools and RICEFW used for data migration. They look into the constraints and sequence of the extraction of data from the legacy systems and the constraints and sequence of the upload of data into the target SAP system. They provide templates and guidance to complete data conversion functional specifications. They identify the sequence of data migration effectively using Data Profiling Tools.



1.4.2 Data conversion approach

Our data conversion approach is grounded in the following principles:

- **Start early:** We begin data conversion activities early in the schedule.
- **Test the data migration often:** We test the data conversion processes frequently to validate the extract, transform, and load procedures work.
- **Test with migrated data:** We test with migrated data during system testing.
- **Flexible automation:** We use automated methods where feasible and use manual processes for low volume data sets.

- **Limit legacy data:** We would typically migrate relevant master data, active contracts, contract terms, billing and collections, and vendor performance tracking data. We will work with the participating entities to identify the exact requirements.
- **Protect data:** We use standard security protocols to protect the client's data in transit to new systems.

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Our methodology includes standardized procedures for designing, building, testing, and deploying data conversion services. We will use the processes shown in Figure 23 to migrate the data needed for the participating entity customers to operate without disrupting critical business functions.

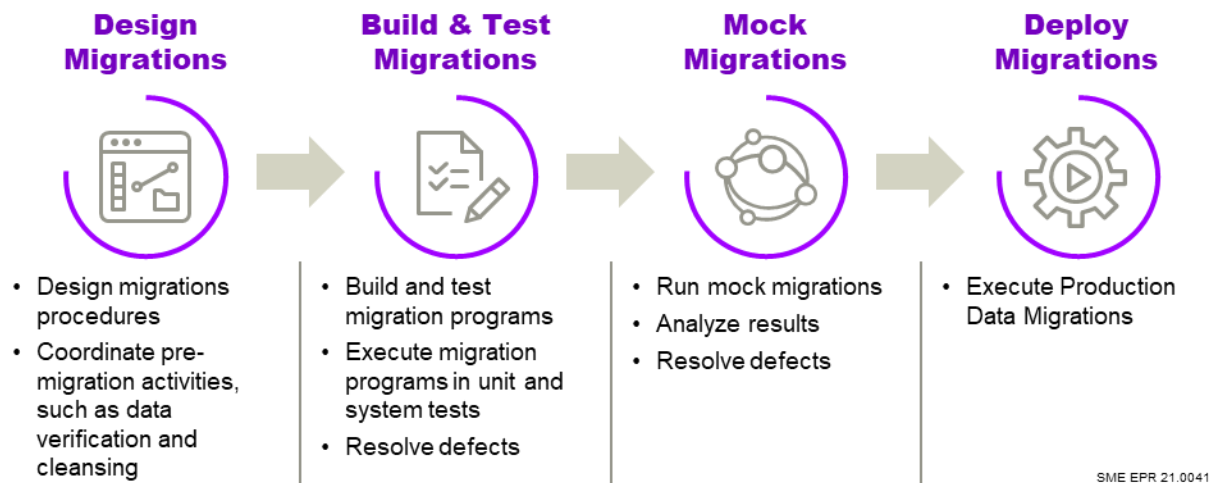


Figure 23. Our approach to data migration uses tested procedures to minimize disruption to operations.

Design Data Migrations:

We will develop functional and technical design documentation for data migration procedures, including file structures, audit procedures, and data mappings. We will deliver functional design documentation to the Participating Entity for approval. A Field Mapping deliverable is used for mapping of target and source fields for converting application data to the target environment from an existing environment. This deliverable need to be created for each of the data objects in scope for the project and finalized. Field mapping has dependency on the process design, data specific business requirements, and legacy data.

As a recommended practice, if large scale data cleansing is needed on the source files, this should be done as a pre-project activity. During the design phase of data migration, we assume that the data will be reasonably clean so that the schedule will not get impacted.

Approach to moving transaction data to SAP Ariba

- **Queued Requisitions:** Governments often have approved open requests (waiting for the new fiscal year) that they wish to be converted into the new eProcurement system. For SAP Ariba if the conversion is done at the beginning of the fiscal year, the project team will leverage the requisition import activity.

- **Dual Processing:** Converting POs & invoices often means significant change management for both users and suppliers. Many clients have opted for dual processing where legacy transactions continue in their old system, but new transactions are created in SAP Ariba. Middleware will be used to route transactions appropriately. Operations can track open POs and work with users to close
- **Contracts & Contract Terms:** Project and operations team to convert with input from the client

Build and Test Data Migrations:

We will build, unit test, and system test data migrations based on the approved design. We will create a detailed set of test conditions and expected results based on the functional design specifications. We will work with the Participating Entity as applicable for data extract and cleansing activities. The client will need to extract data from applications as needed. During testing, data cleansing may be needed on the source data. The Participating Entity will perform the cleansing activities and we will support the effort and test the cleansed data.

Mock Migrations:

We will run end-to-end mock migration tests to verify the data is successfully and accurately migrated to the target systems. We will use automated control reports to compare input and output record counts and identify discrepancies during the migration process. We will provide Mock Migration control reports to verify records counts are accurate, converted data passes validation, and migration activities occur within the agreed-upon time window.

Deploy Data Migration:

We will coordinate the deployment activities to perform dress rehearsal activities, collect final data migration files from source systems, and run data migration into the Production environment. We will deliver Production control reports to validate data migration results.

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1.4.3 Data Migration Methodology

We understand how important it is to migrate data that is free of errors and redundancies. Our experience with data conversion into SAP Ariba paired with the client's expertise and understanding of their own data and legacy applications is critical to maximizing data quality for migration. We use the standard ETL methodology for data migration, shown in Figure 24.

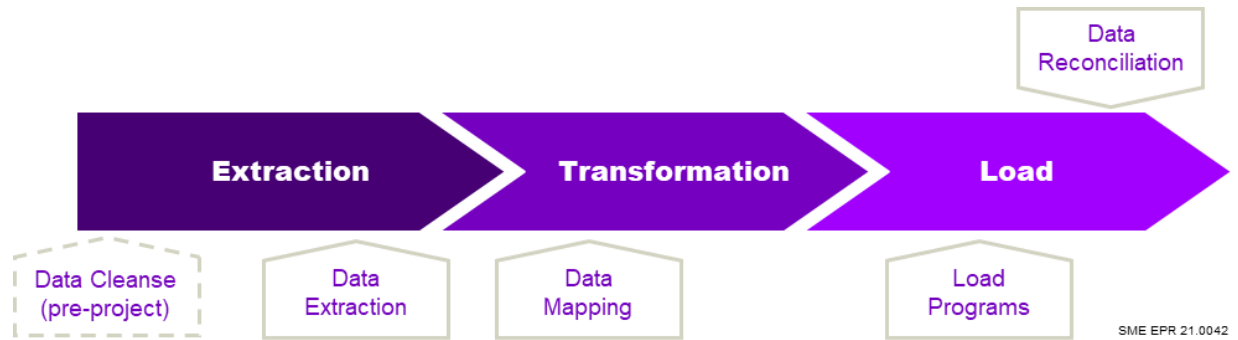


Figure 24. Our ETL methods help us migrate quality data that is free of errors and redundancies.

Data Cleanse:

The Participating Entity would typically be responsible for data cleansing activities for source data. Data cleansing may be needed repetitively throughout the cycle as testing frequently uncovers a need for further data cleansing.

Accenture has the capability to execute Data Cleansing projects, however for this response, **we have not included Data Cleansing in scope**. Accenture can engage with the Participating Entity for Data Cleansing advisory support and execution as needed.

A Data Cleansing and Validation team analyzes and prepares data to ensure consistency with data model requirements. They possess a working knowledge of various data cleansing techniques including outlier analysis, missing value imputation, format consistency, invalid record detection, and cardinality. The team works interactively with data quality tools, or with batch processing through scripting. They improve the efficiency and consistency of the data cleansing strategy and boost the ability to make informed decisions. They communicate to the client team to develop and strengthen confidence and accuracy of data.

Their typical responsibilities include:

- Working towards standardizing the cleansing process for replicating consistency. This will help determine which data is used most often, when it will be needed, and who will be responsible for maintaining the process.
- Mapping different data functions, and better understand what the data is intended to do and learn where it is coming from.
- Recording trends where most of the errors are coming from, which makes it easier to identify and fix incorrect or corrupt data.
- Validation of the accuracy of data by research and invest in data tools that can clean data in real-time. They use AI or machine learning to better test for accuracy.
- Identification of repeated data and avoiding by researching and investing in different data cleaning tools that can analyze raw data in bulk and automate the process.

Data Extraction:

The Participating Entity will extract data from the required applications. We will use automated methods to extract data from source systems into the file structures defined in the functional design specifications. We will generate reports to validate data extract files and activities.

Data Mapping:

We will use business logic and our understanding of the source and target systems to create crosswalk documents to develop data transformation rules. Upon refining the transformation rules, we will use automated programs to execute repeatable and consistent data transformation procedures.

Data Load:

We will use automated data migration programs to load most data into target systems. We will use manual methods to load low volume data sets. Before loading data, we will run a Data Pre-Load Report which will be used to validate the success of the data load against the Data Post-Load Report.

Data Reconciliation:

We will use pre- and post-control reports to validate data is migrated accurately, and information is neither gained nor lost during migration. We will develop an approach to correct data issues identified as part of the data migration reconciliation.



1.4.4 Data Migration Tools

Table 10 lists the illustrative migration tools included in our data conversion services. We will work with the participating entities to determine the exact need and recommend tools to accelerate data migration.

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TOOL	DESCRIPTION
Data Comparison Manager (SAP Ariba)	This tool is used to migrate contracts efficiently and effectively to SAP Ariba. The Accenture Data Comparison Manager (DCM) collects SAP Supply Chain Management (SCM) data, converts it to the typical SAP Ariba import structures and generates ZIP-files for the data load. It is an SAP NetWeaver add-on software* with a proven track record for SAP HCM & SAP SuccessFactors in both data migration and reconciliation. * License fee and maintenance cost depend on project size. No additional hardware apart from SAP NetWeaver required. This tool is not included in the current pricing and scope. Key elements of the solution: • Pre-defined templates allowing faster data conversion • Prep for migration by easily running mock conversions • Effectively transform and validate with minimal errors
Ariba Import Requisition	Standard SAP Ariba web service for importing requisition data from external systems.

Web Service	
SAP Ariba Integration Toolkit	Standard SAP Ariba tool that facilitates comma separated value (CSV) file transfer via batch between external systems and Ariba.

Table 10. Our data migration strategy and approach are supported by data migration tools.

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Client Example: Global health services provider: SAP Ariba source-to-pay transformation

To accommodate future growth through acquisition and expansion of operations, Accenture helped the company migrate from its struggling legacy procure-to-pay system to SAP Ariba in order to upgrade its overall P2P capabilities. The company worked with Accenture on an Ariba procure-to-pay implementation. Accenture also provided project management services for the company's source-to-pay implementation.

Solution: The scope of the program included the following SAP Ariba application components:

- Upstream: Ariba Sourcing, Ariba Contract, Ariba Supply Life Cycle Performance and Ariba Spend Analytics
- Downstream: Ariba Buying and Invoicing, which includes guided buying, contracts compliance and spot buy

Accenture was responsible for the Ariba procure-to-pay implementation for the US domestic implementation, as well as for providing project management services. These services included oversight of two other initiatives being managed by third-party providers: migration of upstream source-to-contract functions to Ariba's source-to-contract cloud solutions platform; and a related Vertex tax solution implementation. Within the procure-to-pay implementation, Accenture's responsibilities were:

- Defining preferred buying channels for goods and services, and transitioning spend to the appropriate buying channel
- Designing the future-state procure-to pay capabilities
- Implementing Ariba's buying and invoicing solution
- Defining the strategic and operational reporting regimen
- Planning and executing the test strategy for solutions validation

Results: Accenture performed a rapid migration of the company's upstream sourcing and procurement functions, powered by Ariba, in just nine months, followed by one month of post-go-live support. The solution went live with 40,000 users.

User adoption has been excellent, in part due to the change management and training services provided by Accenture during the project.

In the first five months of operations, the company moved more than \$1 billion in spend through SAP Ariba—almost twice the original baseline. The company also doubled the number of suppliers that could interact electronically. Naturally, the number of non-po invoices transactions dropped while the contract compliance metrics improved substantially.

The company has successfully moved from a fragmented, distributed source-to-pay architecture to a fully integrated, source-to-pay ecosystem with greater efficiency and lower run costs. The solution drives improved compliance because of a more intuitive user interface through guided buying, and additional tools for managing contract spend. Transactional procurement functions are now seamlessly integrated with the client's current tax platform (Vertex).

The company is now well positioned to scale the sourcing and procurement solution to other operating units across the global enterprise, and Accenture has been asked to assist with the planning and execution of the remaining deployments.

1.5 Interface/Integration Development

Services (separate from the Interface and Integration response in the Functional Requirements section)

Bidders must provide services to develop and implement interfaces and/or integrations with Participating Entity legacy systems. Proposals must describe in detail the available services, including but not limited to, the following:

- Provide technical assessment to identify all required interface and integrations to systems outside of the eProcurement Solution.
- Design, development, testing and implementation of all identified interfaces and integrations.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Interface/Integration Development Services objectives and requirements.

Response:



1.5.1 Introduction

Accenture has completed numerous full-suite applications for clients ranging from simple single ERP integrations to over a 100+ ERPs (including newer modules like SLPs, Risks). In the table below, we have presented a snapshot of some of the implementations (worldwide). Our SAP Ariba projects have

integrated to many different legacy systems. As an example, one of our recent public sector clients implemented SAP Ariba and integrated into over 100 ERP systems.

CREDENTIAL	ARIBA MODULES
US Federal Government Department	SAP Ariba Procurement
Large Healthcare Payer - Ariba S2P Transformation	Modules - SLP, Ariba Guided Buying, Ariba B&I Integration: SLP integration to MDG using CIG and SAG; Vertex Tax connector; Ariba Master data from S/4 using CIG and SAG security; Ariba PO/GR/INV/Remit to S/4 using CIG and SAG security
State government P2O Transformation	SAP Ariba Sourcing & Contracts, SAP Ariba on Demand Procure to Order (Buying), Ariba Guided Buying, Ariba Network Integration >100 ERP Systems – MuleSoft Middleware
Large Pharmacy and Health & Wellness Retailer	Ariba SLP, Sourcing, Contracts, Ariba on demand procure-to-order and contract compliance, Ariba Guided Buying Integration: Oracle AP using Ariba Integration Tool Kit; PeopleSoft AP using web service
National Railroad Passenger Corporation	SAP Ariba Supplier Management, SAP Ariba Strategic Sourcing, SAP Ariba Integration
American Multinational Software Corporation	SAP Ariba Procurement, SAP Ariba Integration, SAP Ariba Supplier Management, SAP Ariba Strategic Sourcing
American Multinational Energy Corporation	SAP Ariba Strategic Sourcing, SAP Ariba Spend Analysis, SAP Ariba Procurement, SAP Ariba Integration
European Multinational Aerospace and Defense Corporation	SAP Ariba Supplier Management, SAP Ariba Strategic Sourcing, SAP Ariba Spend Analysis, SAP Ariba Integration

Table 11. We have completed numerous full-suite applications for clients all ranging from simple single ERP integrations to over a 100+ ERPs.

Accenture will develop and deploy interfaces and integrations using tested delivery methodologies that comply with industry leading practices. All integration systems for both real-time and batch interfaces will be monitored with proven tools with the ability to audit batch results daily for production support recovery.



1.5.2 Methodology/ Approach

Application architecture is made up of internal integration and external-facing interfaces that interact with multiple systems. The external systems dependencies will be assessed to understand the impact to implementation timelines. Due to the shortened timelines associated with SaaS implementations, our technical resources will start development of interfaces as the functional design / prototypes are occurring. The technical designs would have incremental updates in keeping with the agile functional approach. This Hybrid Agile approach shortens the Participating Entity's time to realize value by starting integration design in parallel to the functional design.

Integration work is developed in parallel and will be completed before entering the formal systems **integration testing stage**. Our approach transitions to more formalized waterfall testing cycles at this stage due to the constraints of testing with an ERP system.

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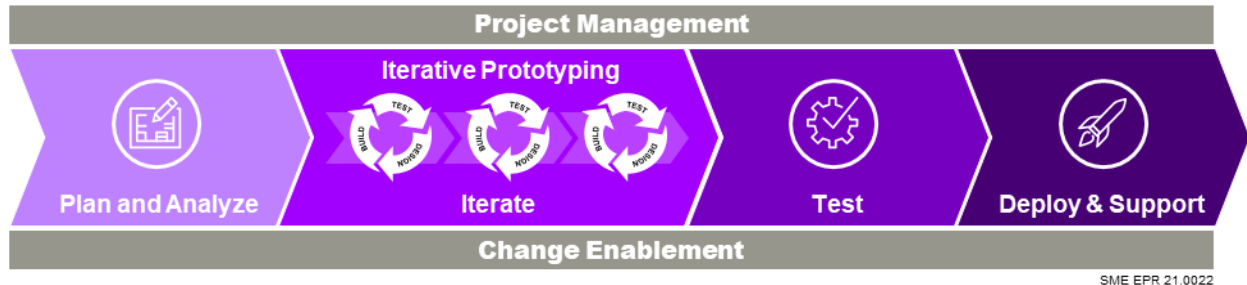


Figure 25. Hybrid Agile Approach - a structured method to keep project implementation under control and an Agile Design and Configure stage to stay user-centric.

Plan and Analyze (technical assessment)

Gather inputs (as-is architecture):

- Develop list of application, components, and technologies in scope as well as the hosting strategy per application.
- Develop list of interfaces in scope
- Confirm existing standards, integration patterns and technology solutions (from Participating Entity's technical experts)
- Build RICEFW inventory
- Evaluate Middleware used

Iterative Prototyping

Design, Build & Unit Test:

During this stage we work with the Participating Entity to choose the appropriate communication type and middleware taking into consideration the following factors:

- Ability to support the data flow volumes and meet replication frequency and availability requirements
- Participating Entity's preference
- Existing and future application landscape
- Availability of pre-package contents
- Licensing needs and costs and compatibility with the Participating Entity's investment strategy
- Compliance with client's architecture and security architecture
- SAP compliance and support
- Timeline considerations

- Defined decision criteria and workflows
- Built decision tree or map.
- We would also identify any potential issues or gaps in the solution. At every step we would socialize the architecture diagrams, our findings and involve the Participating Entities' Technical team for approval.

As indicated in section 1.2 Project Implementation Methodology, developers will create designs, develop middleware code changes, SaaS configuration and unit test scripts. Approved changes will be deployed to test environment. While the functional resources are working on delivering prototypes for client review, the technical team is not waiting for the final requirements delivery. Unlike a traditional waterfall approach, the technical team is building master data pulls and integrations for proof of concepts in order to speed delivery time. Integrations and mappings are also iteratively updated based on any potential outputs from either prototypes or informal integration testing. This agile approach shortens the time to delivery and allows the technical team to build approximately 80% based on known system integrations (i.e. SAP Ariba to PeopleSoft, SAP Ariba to Oracle, SAP Ariba to SAP s/4).

Formal Testing:

In this phase, the project team will conduct system integration and UAT tests. Integration test will consist of testing all system integration points and end-to-end functional requirements that are combined and tested as a group. This is performed to expose defects in the interfaces and in the interactions between integrated systems.

Scope, scenarios, and use cases for end-to end integration testing will be defined and validation of data loads will be tested. In addition, execution of any required master data extract and environment readiness and connectivity confirmation are needed to confirm all test environments are configured, connected, and stabilized to other interfaces prior to integration testing.

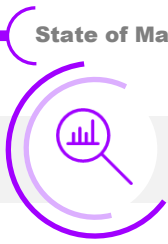
For test scenarios where dependencies occur, we will use a communication and test schedule for coordination, to test collaboration and client acceptance. Accenture will conduct multiple test cycles before go-live and present any issues discovered to the Participating Entity for review. We will use iterative methods to reduce risk for interface and integration transitions at each release. Testing cycles will occur multiple times for validation and issue remediation. With the exception of additional external contacts to be involved depending on the interfacing systems, integration testing will likely follow the same flow as Product Testing for defect tracking. Each test cycle will consist of integration test conditions, expected results, and integration test scripts. A Testing tool will be used to document results and defects to track the progress and status of the its resolution.

Deployment:

Before go-live, we will create detailed instructions for the deployment plan in a Cutover document, which will include:

- A schedule of when deployment tasks will be executed and dependencies
- Key groups and contact information
- Communication schedule with internal and external notification checkpoints

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1.5.3 Key areas of Analysis

Supplier records are generally pulled from the ERP or another Master Data Governance system. The eProcurement tool is typically not considered the system of record for supplier master data although it is possible. Requisitions are created in the eProcurement system and on approval interfaced over to the ERP system. Depending on the client preference, either the ERP or the eProcurement system can create the PO number. Once the PO has been created in the ERP system a success message is sent back to the eProcurement system. The Purchase Order is then sent via the Ariba Network to the supplier. A change order would involve updates to the ERP and also updates to the supplier over the Ariba Network. Receiving can either be real time or batch. Invoices once approved and reconciled in the eProcurement system are sent over to the ERP system in an OkaytoPay file.

Master Data Integration:

1. Master data includes all the necessary data from the ERP systems that are used in the Ariba Sourcing and Procurement Solution to enable the sourcing, contracts, and procurement transactions.
2. The Ariba Sourcing and Procurement Solution is very tightly integrated with the ERP systems to provide the integration events for standard data imports from ERP systems like SAP/Oracle/PeopleSoft.
3. Exporting master data from the ERP systems includes systematic creation of the CSV files that are then sent to the Ariba Procurement Solution.

Transactional Data Integration:

1. Transactional data includes information to create Purchase Requisitions, Purchase Orders, Operation Contracts and Outline Agreements for the upstream processes and creation of purchase orders, invoices, receipts, and remittance advice for the downstream processes.
2. The interface to enable transactional data can be done through multiple ways using Integration Tools.

Integration Tools:

Below are some of the integration tools that are available. Accenture has an extensive footprint and experience with each of these:

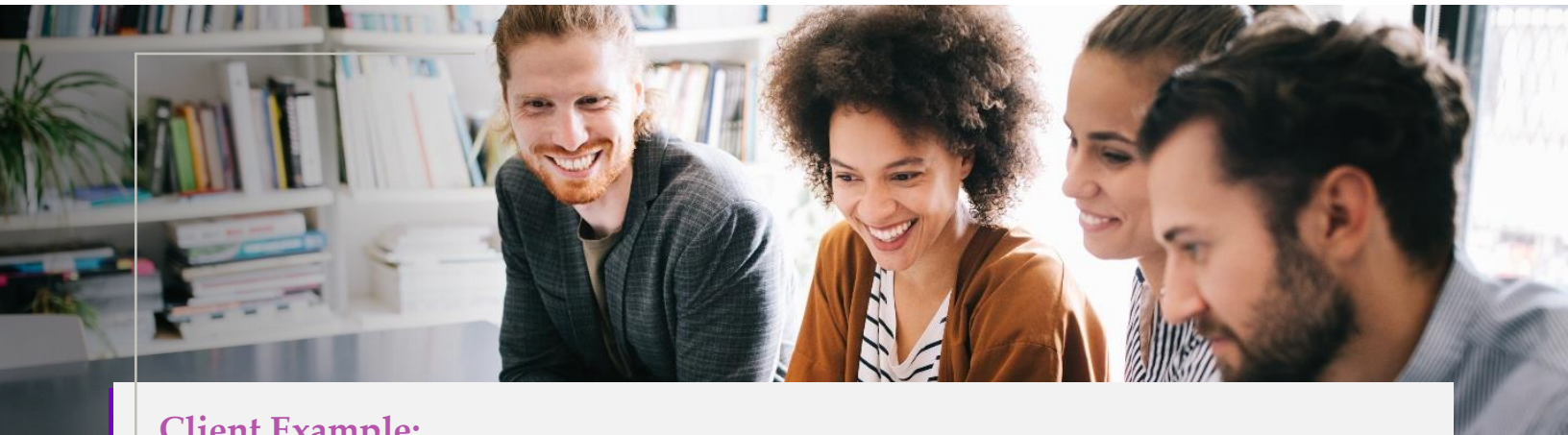
- **Ariba Integration Toolkit (ITK):** The SAP Ariba integration toolkit allows buying organizations to integrate their ERP systems with an SAP Ariba cloud solution to exchange master and transactional data via CSV file upload and download.
- **Direct Connectivity Integration:** The SAP Ariba integration method of directly integrating SAP Ariba to the ERP system.
- **Mediated Connectivity Integration:** The SAP Ariba integration method of integrating SAP Ariba to the ERP system through a middleware program to assist in data transformations.
- **Cloud Integration Gateway (CIG):** SAP Ariba Cloud Integration Gateway provides a simple and efficient Integration-as-a-Service (IaaS) solution. SAP Ariba Cloud Integration Gateway facilitates the integration of buyers' SAP ERP or SAP S/4HANA systems with Ariba Network and SAP Ariba solutions.
- **Legacy Integration through APIs:** SAP Ariba's method of providing pre-defined sets of data to be available to 3rd party systems for integration



Client Example:

The North Carolina eProcurement project supported integration with interfaces to over 100 financial systems across the State of North Carolina. One guiding principle of the North Carolina eProcurement upgrade was to minimize impact to these legacy systems by supporting the as-is interface and requiring no changes. To support this charge, middleware was leveraged to transform transaction messages and master data to meet the requirements of Ariba On Demand, while still aligning to the legacy system format. Middleware was also leveraged to replicate North Carolina specific customizations that could no longer be addressed within the Ariba application itself.

SAP Ariba On Demand offers various integration methods for different ERPs such as SAP, Oracle, PeopleSoft, and other legacy systems. SAP Ariba can utilize out of the box integration capabilities for bidirectional integration between ERP Systems including more than 160 integration processes and over 5,000 fields.



Client Example:

As part of the Ariba On Demand implementation for North Carolina eProcurement, Accenture developed integrations for over 100 older legacy ERP systems. With little to no support available for some of the existing in-place ERP systems, over 120 key design decisions were made in the months leading up to implementation to address gaps for how the customized Ariba Buyer 9r1 functionality would work with Ariba Buying. Our Accenture Team led the effort with support from SAP Ariba SMEs during the project evaluation, assessment, and quality assurance activities.



Client Example: MyFloridaMarketPlace project for The State of Florida, Department of Management Services

System Development: The Accenture team has developed over 40 interfaces that communicate with a variety of applications housed on multiple platforms. There is a real-time custom interface to the State's Enterprise Accounting System, FLAIR, and several batch interfaces that support the program. Additionally, the Accenture team have implemented over 80 system enhancements since 2013, many driven by collaboration with DMS and a Change Review Board consisting of stakeholders.

1.6 Organizational Change Management (OCM) Services

Bidders must provide OCM services that include, at a minimum:

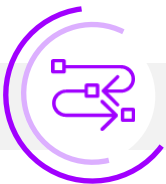
- OCM Strategy development.
- Stakeholder Analysis/Assessment.
- Readiness Assessments, Organizational and Staff.
- Impact Assessment.
- Communications Plan development.
- Coaching Plan development.
- Resistance Assessment and Management Plan development; and
- Proposals must include a description of Bidders OCM Methodology and detailed descriptions of each of the above items.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the OCM Services objectives and requirements.

Response:

Our proposed Organizational Change Management Approach is summarized here, and our detailed Training Approach is described in response to question 1.7 Training Services.



1.6.1 Change Management Approach Overview

Fundamental changes to buying behaviors require top-down sponsorship, and successful sponsorship begins on day one and requires good planning and communication upfront to obtain ongoing commitment. Figure 26 illustrates a typical change journey. In this section, we will highlight the major components of the change management solution.

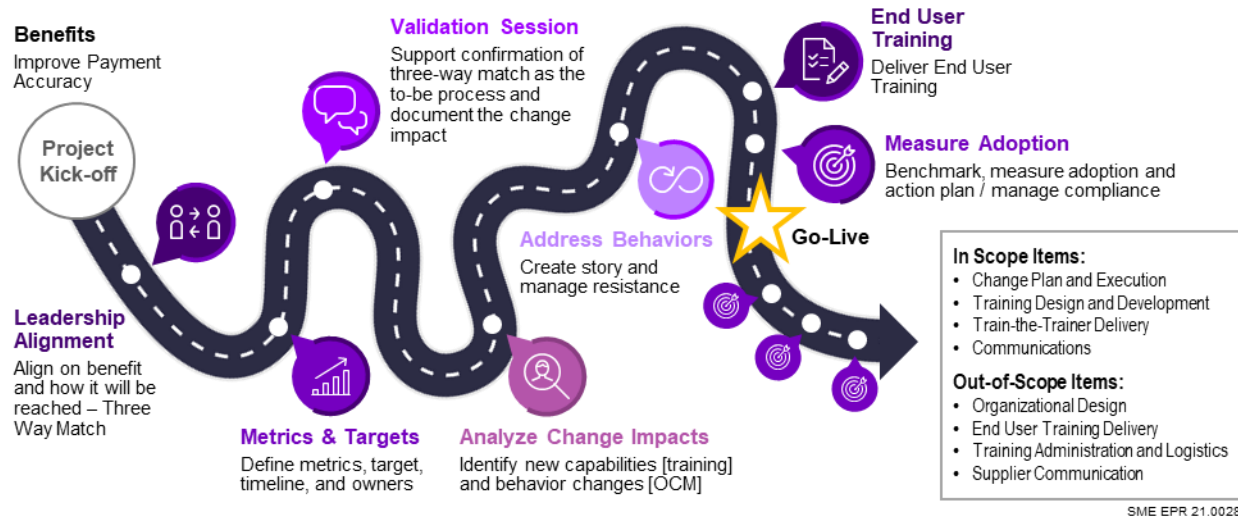


Figure 26. Change management journey starting from project kick-off to support



1.6.2 Organization Change Management Methodology

For a successful and sustainable transformation, **people** must be the focus of change. Based on our experience in complex transformation programs, we do this by what we consider key workstreams of our approach that will be part of the end-to-end implementation and cultural changeover.

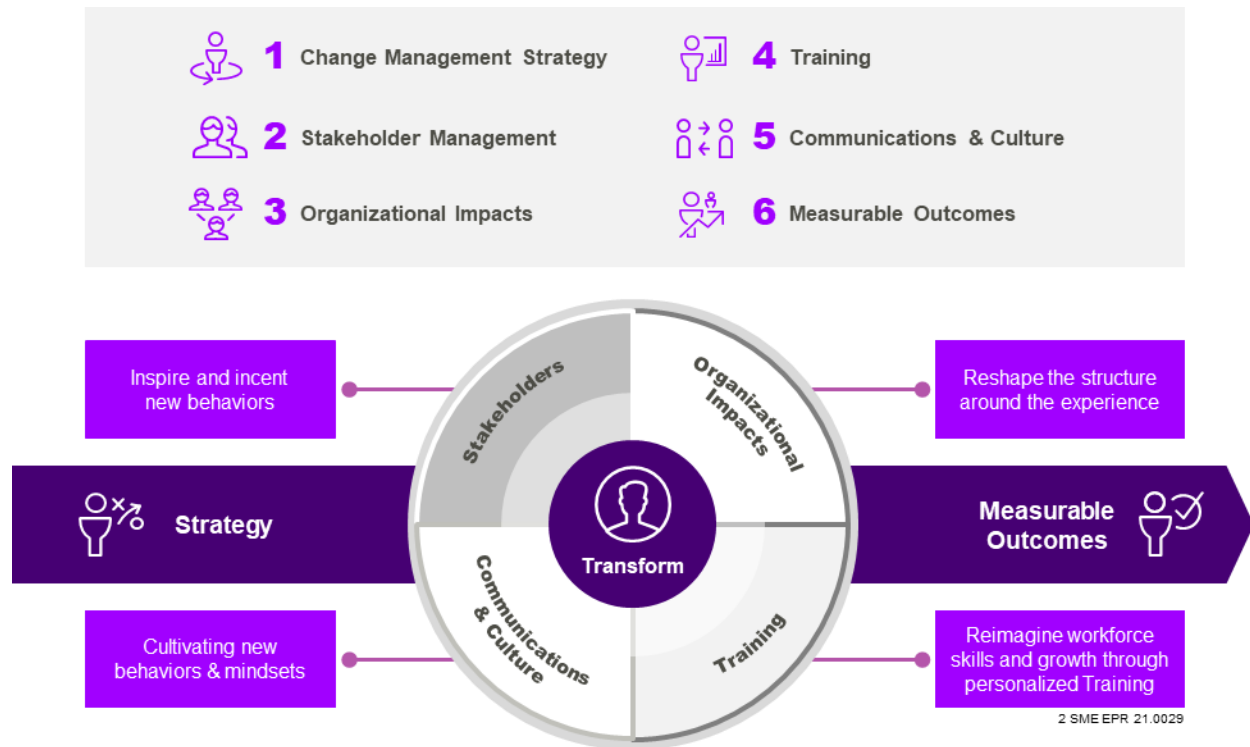


Figure 27. The key components of Accenture's change management approach facilitate alignment across the organization.

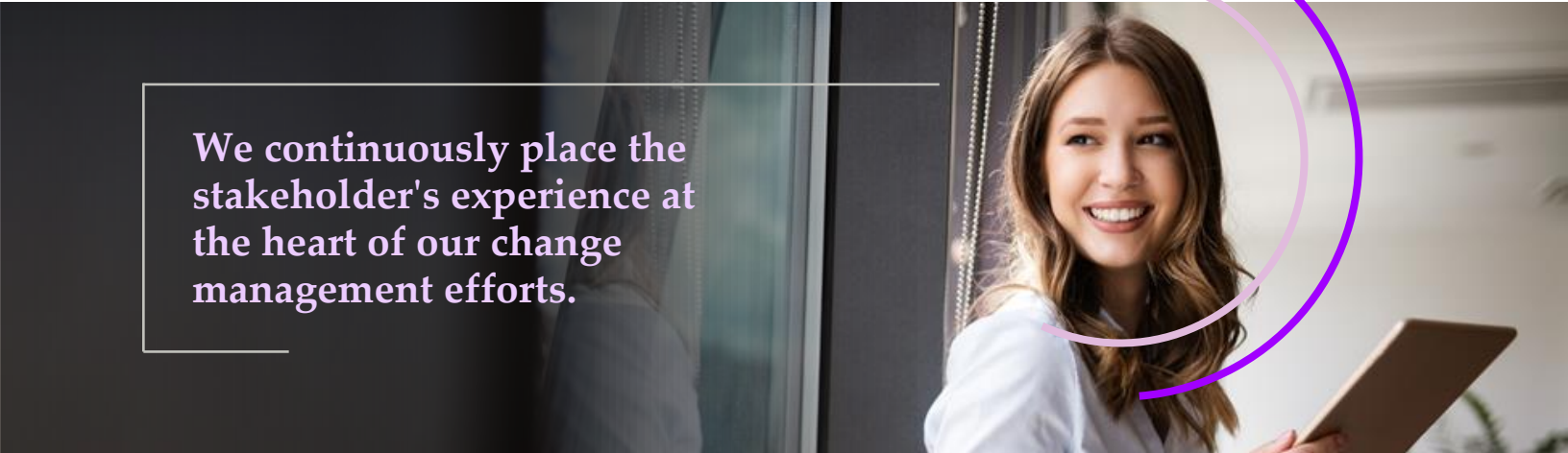
1. Change Management Strategy Development

Too often, change is only managed from the perspective of the program team, when it should include the client and your stakeholders. The Change Management Team will advocate and collaborate directly by proactively identifying and executing plans detailing who will do what by when, and how to champion change management efforts that lead to full acceptance of the new eProcurement solution. Together, we will engage stakeholders throughout the change journey, using the following framework of guiding principles of our change management approach:

- **Focus on the people who will do the work:** Users are the heart of change and will be the central focus of the overall change effort. We will engage super users early and often to represent the voice of the users in all aspects of change planning and execution.
- **Driving business value:** Our approach identifies the desired business outcomes early to confirm we are moving toward them and not veering off course.
- **Combining the new with the tried and true:** Our approach is a blend of tried-and-true methods that have successfully been applied at other engagements similar in size and complexity and next-generation methods that exemplify new and leading practices.
- **Co-creation and joint ownership:** Involving stakeholders in the change journey helps them understand they are a part of the change, rather than just expected to fall in line with it. Our approach involves co-creating and jointly owning the approach and solution, not only with the Participating Entity's program team members, but also with other users.

- **Interventions based on data:** The most effective change interventions are the ones that are targeted. We will use data-driven insights to identify change concerns and interventions, thereby making our change approach personalized to the needs of users.

2. Stakeholder Management



We continuously place the stakeholder's experience at the heart of our change management efforts.

We propose the use of Change Champions to help accelerate change by communicating key information regarding the program to the stakeholders. These Change Champions act as the eyes and ears for the project regarding their respective stakeholder group's acceptance, potential resistance, or barriers to change. They share feedback, ask questions, and bring up concerns from their representative groups with the Change Management Team, which helps us evolve and refine the plan for greater effectiveness. They champion the vision, encourage engagement, provide input, and cascade information.

How do we identify stakeholders and complete analysis?

As part of our approach, the joint Change Management Team will complete a stakeholder analysis. The stakeholder analysis includes the following activities:

- Identifies internal and external stakeholders.
- How each business area and stakeholder group will use the solution, and what they need from the eProcurement solution.
- Assess impactful changes the solution will have on stakeholders which will be done by collecting insights from various sources such as:
 - current operations
 - system design decisions
 - collaborative discussions with project leaders and advocates
 - readiness surveys
 - subject-matter advisors' feedback and
 - interviews with individuals in key stakeholder groups.

This comprehensive analysis helps us identify **competency gaps** that need to be addressed during implementation to help stakeholders prepare for the new solution. Once gaps are identified, we will work with the client to design a plan to mitigate and address them. Then, Change Champions will be provided with training before other stakeholders so they develop a comprehensive understanding of the changes and can begin to mobilize their respective stakeholders.

Each stakeholder group has different perspectives, expectations, and interacts with the system differently, so the change journey will look different for each of them. We use the stakeholder analysis and work together to determine the most effective ways to engage stakeholders. Since each stakeholder is unique and follows their own journey our tailored plan to help them along their journey will be informed by the stakeholder analysis and readiness survey results. The following sections describe each stakeholder (management plan/approach) and how we will engage during implementation.

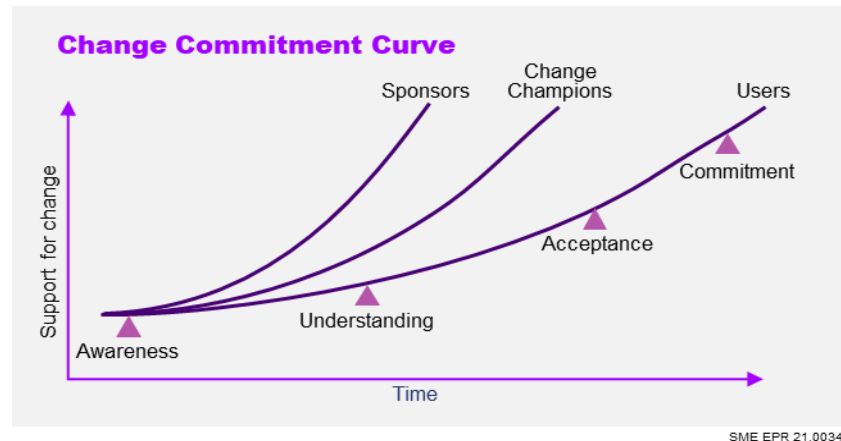


Figure 28. The Change Commitment Curve demonstrates the varying degrees of awareness, understanding, acceptance, and commitment across the change process.

Supplier Change Journey

We recognize that each Entity's supplier engagement is unique. We recommend a custom approach that can be developed which is grounded in co-design to create an engaging and delightful supplier experience. To do this we envision gaining the supplier community's perspective by conducting local and remote focus groups, surveying large groups of suppliers, and engaging in internal workshops.

We will keep suppliers informed about relevant aspects of the project timeline, training opportunities, and other valuable information through emails, brief videos, social media posts, service updates, and messaging.

In preparation for implementation, a series of instructor-led presentations could be offered through Web-based training to reach the broadest audiences. These sessions may be recorded and supplemented by online videos that prepare suppliers for the new eProcurement system. Suppliers will also have access to traditional material to help them navigate impactful changes.

Help Desk Change Journey

An existing Help Desk is an important source of insight for the new solution because they have firsthand knowledge of stakeholder preferences and can provide feedback about design choices and system functionality. We should consider the perspective of the Help Desk by surveying them and involving them in user acceptance testing which will help to incrementally build their knowledge about functionality of the new solution. We can also involve them in preparing other stakeholders for change and engage them at

the same time by asking them to act as a sounding board for prototype training modules, assist with identifying learning resources that are missing, and by considering ways we can reimagine existing resources.

In preparation for implementation, Help Desk specialists will attend their own version of the training modules planned for suppliers, customers, and the Participating Entity. During their sessions they will not only gain insight into how other stakeholders are being trained, but they will also participate in role-play interactions and conversations that help them understand how to support stakeholders.

End User Change Journey

The Change Management Team and Participating Entity will use a network of Change Champions to act as liaisons between the project and the respective stakeholder groups they represent. These change agents will be involved early and often through virtual and in-person meetings where we gain insights into change readiness, expectations, and key concerns and desires and share relevant information such as project progress and timelines. They will also be equipped with short marketing videos, email communications, and feature highlights that could be shared with others. In this sense, the network functions as a two-way communication vehicle, where Change Champions share out information and reinforce messaging, but also bring back questions and concerns from their colleagues to the Change Management Team, so that we can continue to enhance messaging and change management tactics for greater effectiveness.

In the implementation phase of the project, we will focus training for these stakeholders on linking what they already know about procurement to the new solution. In that way, they can see how their current responsibilities are carried out in the new solution and how the solution benefits them directly. These stakeholders will be guided through impactful changes to their processes as opposed to having to learn entirely new processes in most cases.

Participating Entity's/ Internal Departments' Change Journey

The Participating Entity is also a unique stakeholder group in the change journey since staff will be working closely with Accenture to champion change efforts and will be involved in the planning and support of the change management approach while other staff (e.g. Finance and administration staff) are stakeholders with unique needs that are impactful to the solution design. These stakeholders will stay informed about the implementation and change journey differently than most other stakeholders, and due to their uniqueness, they will also be involved differently.

Not only will they be involved as we build the foundation for our change approach, but we will also have regular meetings to discuss the outcomes of the change efforts and ensure that we stay in alignment with the goals and vision of the eProcurement Program. They will be involved as a partner in the change journey, and in the development of the final solution. They can expect to participate in specialized trainings and design thinking and prototyping workshops to help bring the vision into focus and as a means of performing functional area design reviews for areas such as requisitioning, workflows, integrations, invoicing, contracts, sourcing, and reporting.

3. Organizational Impact

Impact Assessment, Readiness Assessments (Organizational and Staff), Resistance Assessment

How do we assess readiness?

In addition to the stakeholder analysis, our proposed approach includes the Change Readiness Assessment that measures the organization's readiness and acceptance of the project's changes over time. The Change Readiness Assessment will include activities that will inform leadership about the organization's readiness for change and helps identify activities needed as part of the change management effort to support staff as they transition to the new solution.

Our organizational readiness approach has three key components that accomplish the engagement and information exchanges that are vital for the program team and agencies to implement the solution and prepare for go-live – readiness surveys, a readiness scorecard, and a final readiness evaluation.

Readiness surveys: In preparation for go live, we will measure, report, and create interventions against the results of targeted readiness surveys. We will measure awareness, understanding, acceptance, and the commitment to the changes relative to where they need to be for success. The results of these surveys will provide insights into what is working and not working for the impacted users. We will work with the Participating Entity to determine the appropriate course of action to intervene where needed.

Readiness scorecard: The readiness scorecard tracks completion of key readiness activities for each release and provides an assessment of readiness across several categories. The scorecard provides a point-in-time report that includes a list of current readiness activities being tracked for a given release, completion status of each, and comments that explain the status. The Change Management Team will update the readiness scorecard for the releases and use the report to provide status of the Program. Figure 29 illustrates an example of the type of readiness scorecard we work with our clients to develop.

Sample Readiness Scorecard

Readiness Category	Readiness Activities	Status	Comments/ Areas of Concern
Sponsorship	Participate in Sponsor Briefing	●	N/A
Communications	Share meeting materials	●	N/A
Readiness	Attend Change Network meeting	●	N/A
Training	Complete training deployment plan Register end users for training	●	N/A
Functional	Submit configuration values Update department business processes	●	Missing configuration values
Overall Status		●	

● Green: In good shape—progress has occurred according to schedule
● Yellow: Some concern—issues still exist
● Red: Urgent attention needed—milestones missed

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Figure 29. We will use a readiness scorecard to track key readiness activities and maintain open communication and transparency.

Deployment readiness evaluation: This provides a final look at stakeholder readiness just before going live. The Change Management Team, with input from the client, will identify the key readiness activities to complete to be ready for go live and the status of these key activities.

4. Trainings

Coaching Plan development

The approach to drive the training plan focuses first on understanding the audience's needs in order to recognize topics and processes that need to be included in the training materials. Once identified, we proceed to develop the training materials for both end user training and performance support.

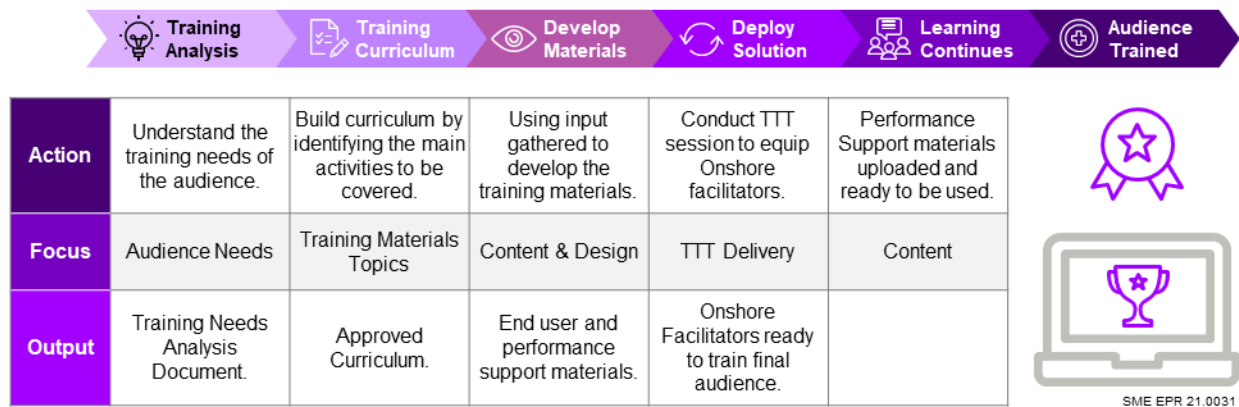
Training process:

Figure 30. Our training approach will prepare our stakeholders to use the system, maximize buy-in and engagement, and minimize hesitations to adopt

All our guiding principles work in harmony as we deliver training and involve stakeholders in the change journey. We will provide stakeholders with information that is relevant, timely, and accessible in a variety of ways.

Our detailed approach to training the stakeholders is described in response to section 1.6 Training Services. Approach to Knowledge Transfer post implementation is detailed in section 1.2.5 Knowledge Transfer.

5. Communications and Culture

The nature of communications is enabling and operationalizing the new processes, initially focusing on raising awareness and later shifting towards promoting adoption and commitment to the new solution. Similar to our training approach described in the next section, our communications provide the right information, to the right people, at the right time. The Communications Plan is built at the beginning of a project and it condenses all the information regarding communication actions in one place: communications approach, targeted audience, review, and execution dates, etc. A detailed Communication Plan allows you to keep track of all the communication activities planned, checking the status of each, and following a thought timeline. Message details including status, planned and actual delivery dates, frequency, content, vehicle for delivery, key messages, message owner, and sender will also be captured in the Communication Plan.

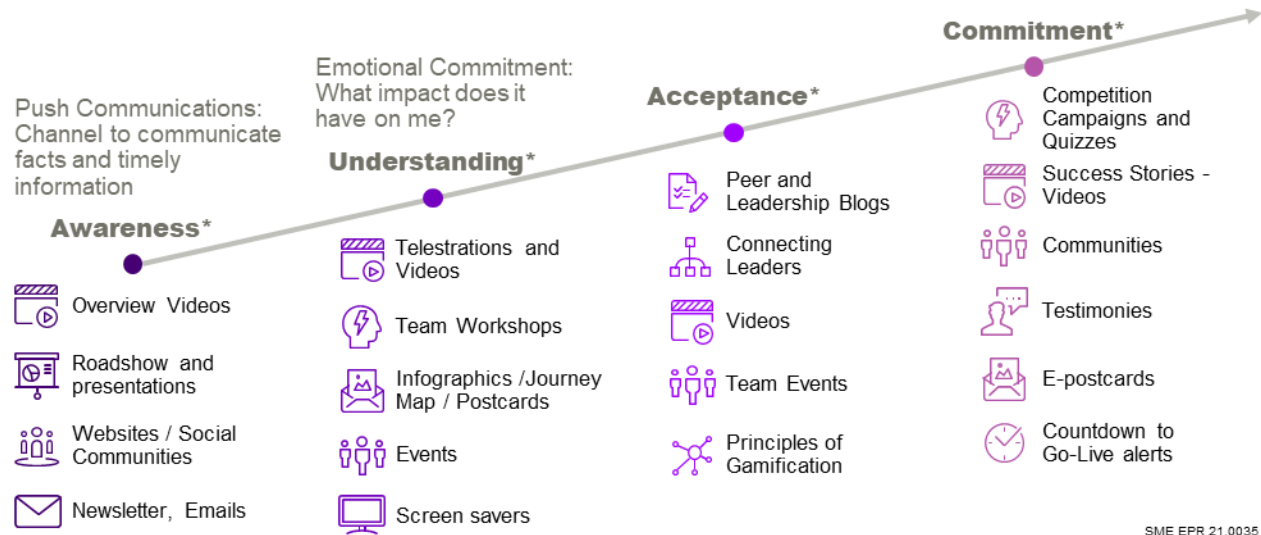


Figure 31. Illustrative Communication approach.

We will work with the Participating Entity to verify communications for the eProcurement Program are informative, engaging, inclusive, and relevant to the audience. We will bring a suite of next-generation communication tools that cater to the latest research in adult learning, such as video, audio, polling, and data visualization and character-based tools.

We will work with you to confirm stakeholder groups to target, and to evaluate the need for new groups that may benefit from various standard targeted email communications. We will also develop and send ad hoc email communications when requested.

Client Experience:

We have had past success with other similar clients using these communication approaches, effectively increasing open rates by 50 percent and 61 percent, for state employees and suppliers respectively. We recognize the uniqueness of each situation, but we bring that same thoughtful approach to the continuous improvement of our communication strategy.

We can also create communications with innovative techniques, such as video announcements from project leadership instead of lengthy emails. These types of next generation communications are helpful in demonstrating visible buy-in from leadership and building engagement with the audience. While we are flexible in the tools used to develop and deliver communications, we have had past successes using email marketing platforms that provide the ability to create dynamic content that only certain stakeholders see. This approach streamlines development and aligns with the guiding principle of providing content when and where it's needed to the right people. As an example, we could identify a stakeholder as a Contract Manager and then provide dynamic content in a general newsletter that is relevant for their role that only they will see. We may also send targeted communications regarding catalog changes and deactivations to stakeholders who have actively used the catalog within a predetermined timeframe.

We will carry out new communication strategies we develop with our suite of next generation communication tools, which help us reach diverse audiences with the right communication at the right time. We recognize that effective communications tools are constantly evolving, and we will work with the Participating Entity to evaluate opportunities for new tools. Using a variety of communication channels, we can enhance the impact of our communications and better capture attention. We can use them for content creation and publishing, virtual collaboration, live engagement, facilitation tactics, and multimedia. The tool selected will vary depending on items like the purpose of the message, audience, or length of the engagement.

6. Measuring Adoption and Outcomes

We have already discussed our approach to measure readiness and how the project team will continuously monitor adoption levels of the stakeholders. Figure 32 outlines the end-to-end process flow of measuring adoption of change.

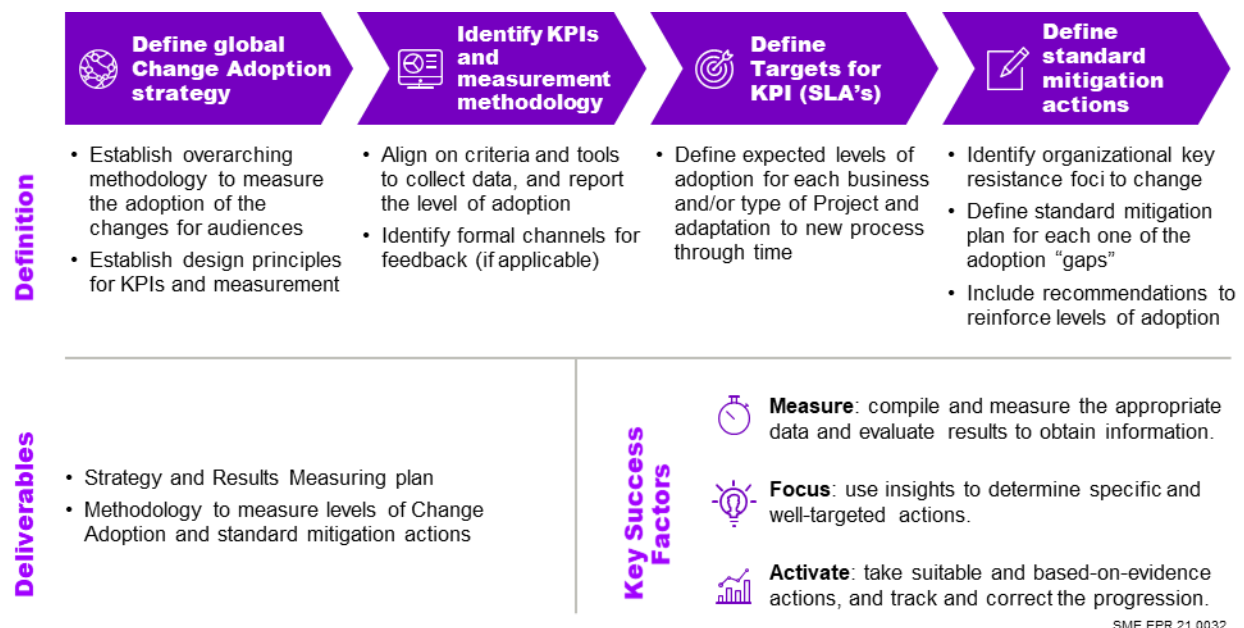


Figure 32. Adoption is the bottom-line indicator of success for any change management strategy.



Client Experience: MyFloridaMarketPlace project for The State of Florida, Department of Management Services

Organizational Change Management Activities and Tools Used: The Accenture team has a Chief Learning Officer to help the State increase MFMP buyer and vendor adoption through award-winning training planning, development, and delivery activities. The CLO maintains training registration, manages training communications, and tracks training metrics such as attendance and feedback. The team currently manages a catalog consisting of over 100 training materials, including self-paced online trainings, seminars, webinars, workshops, manuals, job aids, and practical exercises. In FY2020-21, the team trained over 4,100 customers, while self-paced online trainings were taken over 18,000 times

1.7 Training Services

Bidders must provide user training on the use the eProcurement Solution. Proposals must include:

- A comprehensive training needs assessment.
- Development and implementation of a Training Plan which must be:
 - Approved by the Participating Entity.
 - Identify the method of training recommended for End Users, Train-the-Trainers, Suppliers, System Administrators and Participating Entity Help Desk staff.
 - Identify Bidder's staffing and skills levels that demonstrates the proposed training approach.
 - Staffing that would conduct the training and describe skills/experience.
 - Required Participating Entity staff and resources; and
 - Post-implementation transition plan to move training responsibilities to Participating Entity staff.
- Include an example Training Plan
- The following delivery methods:
 - On-site Instructor Lead, computer-based classroom training.
 - Web-based Instructor Lead training (e.g. Webinar session); and
 - Web-based self-service/on-demand training (e.g. web posted video).
- Training materials that
 - Include step-by-step procedures and directions.
 - Become property of the Participating Entity for use in future training and the state may download/copy/distribute these materials without restriction.
 - Include the right for the Participating Entity to publish/post the contractor's training materials on publicly accessible websites.
 - Include links to examples of training materials.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Training Services objectives and requirements.

Response:



1.7.1 Approach to Training

Our training approach provides the framework for communicating, managing, and preparing for change during implementation and into post-go live when stakeholder needs for training and communications change. While Accenture has proven ability to implement new or migrate existing eProcurement solutions, the transition to a new eProcurement Solution will require some level of change and we do not take that lightly. We will work together to explore emerging needs, new visions, and to understand stakeholders' challenges so we can address them through effective support, training, and communications.

Guiding Principles of Training and Communications

The Accenture Team brings a rich repository of resources and tools to guide and expedite the change management and learning journey for stakeholders. We are successful when these resources and tools are matched with the Participating Entity's resources and vision to create. We will work with you to plan, design, and deliver training and communications by evaluating and reimagining any existing resources and capitalizing on design thinking to create new content, where needed. This collaborative approach aligns our extensive knowledge and skills with your vision and depth of cultural and stakeholder understanding. The guiding principles described next are woven in to and anchor our OCM, communications, and training approach and methodologies:

Tailor training and communications based on role

We base the proposed training curriculum on stakeholder needs according to how they use the system and how they are impacted by changes. Stakeholders complete courses that are necessary to help them perform individual tasks based on their role. Stakeholders receive communications with information and news that is relevant to the way they use the system. This approach enables each stakeholder to focus on their journey without being inundated with unnecessary information.

Meet stakeholders where they are

Stakeholders have different learning styles, interests, time constraints, and flexibility to travel for in-person training, so it follows that training and communications will also vary in terms of length, delivery method, and application of technology. Our resources are user-centric and meet stakeholders where they are, whether they need training that is instructor-led (in person or online), self-paced online, written documentation, or on-demand training. We base training on a model that provides training efficiency and drives business outcomes.

Make the learner's experience matter

We center our approach to developing resources on how the learner (or reader) interacts with and experiences the materials. Our training is interactive, provides hands-on-key opportunities, knowledge checks, and encourages learners to think about actionable ways to apply new knowledge. We organize our written documentation to maximize usability. This learner-centered approach helps support early adoption of the eProcurement solution and sustained use of the knowledge.

Support decisions with data

Understanding how stakeholders perceive change, the technology, and how prepared they are for go-live at various points in the program is critical to proactively shaping and adjusting the change management and training plans. After we implement the eProcurement solution, learner's feedback about training, their experiences with learning resources, and communications are used to support the ongoing training and communication strategy.



1.7.2 Development and implementation of a Training Plan

Training plan

The purpose of the Training Plan is to lay the foundation for the stakeholder training program. The Training Plan documents the training program that will prepare stakeholders and staff for go-live milestones and subsequent ongoing operations. It describes the principles that guide our training program, the tools, and methodologies we employ, targeted audiences, training approach, proposed curriculum, and the Training Team. The Training Plan will be developed collaboratively with the Participating Entity using the principles of Design Thinking. The Training Plan will be approved by the participating entity's authority.

Collaboration using Design Thinking

When we collaborate using principles of design thinking, we put people at the center of creating business value. We will use the principles of design thinking to reimagine existing resources, tailor training materials, and collaboratively develop new materials for your unique stakeholders. Our collaboration approach capitalizes on an investment Accenture has made into our own branded version of design thinking methodologies, called FORM. When you engage in design thinking using the FORM methodology, you can expect the following:

- **Human-centered design** which starts with empathy and understanding people through direct observations and research.
- **Collaborative efforts** that embrace a multidisciplinary approach throughout the process.
- **Creative and playful approaches** to design which allow us to reframe the problem, look at it from different perspectives, and consider many different solutions.
- **Prototyping** which results in a proof of concept that is refined before final delivery.
- **Iterative and continuously learning** that helps us refine the problem definition and potential solutions based on feedback and prototyping.

We will weave our training and communications principles and design thinking methods into the training approach.

Training Methodology

Our methodology for providing training and communications for stakeholders uses our guiding principles, powered by design thinking, to analyze training needs. We then use that analysis to plan and inform training design and development. Finally, we deliver role-based training and learning resources that meet the learner where they are.

This is the way we typically frame our training methodology; however the final approach is tailored to the unique characteristics of each project. We have implemented methodology that aligns with the Prosci, ADKAR methodology, built framework for clients with strong OCM practices, and others that have no structure. This methodology for training, as depicted in Figure 33, underscores our approach by using a training assessment, planning, curricula design and development, and delivery capability. This systematic and thoughtful approach acknowledges the unique needs of each stakeholder and prepares them to effectively perform their roles at implementation and to develop an understanding of the systems and processes necessary to continue enhancing capabilities in the future.

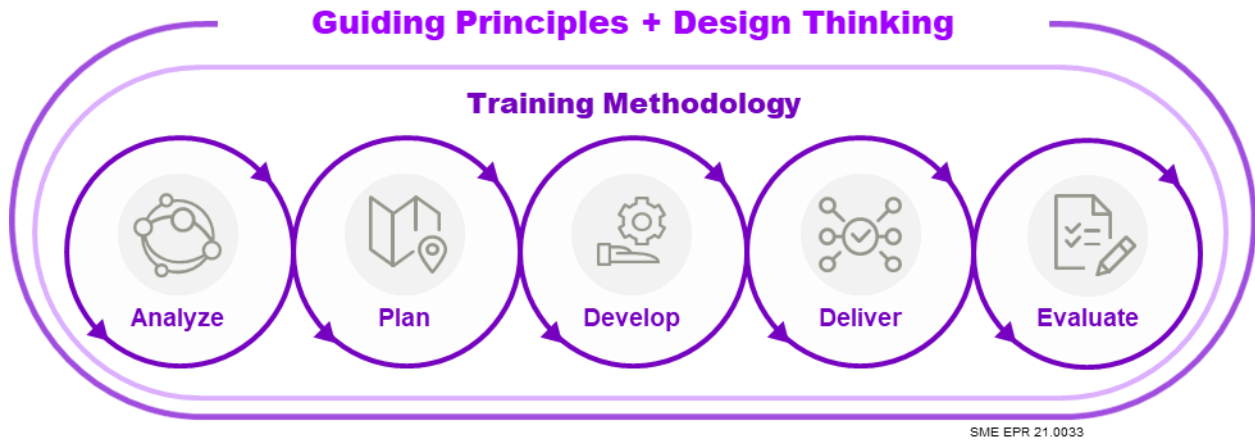


Figure 33. Our guiding principles, powered by design thinking, are used to implement a training methodology which provides stakeholders with the platform and support for learning new skills while they quickly adopt the new system.

Analyze

From the beginning of the Analyze phase, we work together to understand the current state, pain points, and challenges from the stakeholders' perspective. The team also reviews the future state to understand how this project will change the way stakeholders interact with and use the system. These insights enable us to identify the training needs and develop a training program tailored to individual roles.

Table 12 defines the key deliverables.

DELIVERABLES	DESCRIPTION
Training Needs Analysis	Determine who the training audiences are, what their roles will be in the system, and identify training needs. This becomes a critical input to the Training Plan.
Change Impact Analysis	Evaluate as-is and to-be system designs, functional and technical architecture, and workflow scenarios. This is a critical input into communication strategy, curricula design and development, and is used to determine the number and types of courses needed.
Stakeholder Analysis	Identify and document information about each stakeholder group. This is essential to developing a program that resonates with stakeholders. It provides insight into their level of knowledge and commitment to the project, how they currently engage, how they prefer to receive training, and barriers in obtaining the training or information needed to perform their jobs.
Training Strategy Document	This document covers the roles and responsibilities of trainers and subject matter advisors (SMEs), training principles, training scope, curriculum and outline, and delivery timeline.

Table 12. Key deliverables from the Analyze phase allow us to identify training needs and develop a learner-centered training program.

Plan

We develop the Training Plan after the assessment is complete. Our planning approach aligns with the Hybrid Agile methodology for the development of the eProcurement solution, which calls for iterative development within a standard program release timeframe.

During the Planning phase, we will work with you to identify and develop a Change Champion Network to work with our Change Management and Training Team members to develop an effective Training Plan. The Training Plan incorporates and complements our change management methodology and includes the components highlighted in Table 13.

TRAINING PLAN COMPONENT	DESCRIPTION
Training Scope	Defines which stakeholders require training during that phase of implementation and the new solution functionality that must be included in their training.
Training Curricula	Identifies the specific training courses, course descriptions, target audiences, training materials, and delivery methods for effectively transferring knowledge and building skills.
Delivery Timeline	Defines duration of courses (the curriculum-level unit of training to which individual stakeholders are assigned).
Training Development Procedures	Defines the specific tools and media used to develop, review, and approve the courses and materials required by the training curricula.
Assessment Process	Defines length, complexity, and tools used to develop and deliver assessments.
Train-the-Trainer Procedures	Explains how the Accenture Team transitions the training courses, materials, and required logistics to the Participating Entity's trainers before training delivery.

Table 13. We use Training Plan components to define how training will be delivered to the Participating Entity.

Develop

The confirmed Training Plan defines the training materials needed to support stakeholders and we work together to develop the training materials defined in the plan.

We will streamline the development of training materials by evaluating and reimagining current resources and capitalizing on the library of Ariba On Demand assets, which include quick reference guides, templates, workshop materials, and other training materials. We will identify gaps in resources and then work with you to create a rich repository of resources including providing new ways to learn and engage with the technology. Taking this approach expedites the development process. Table 14 describes examples of the types of materials that may be developed to support learning.

MATERIAL TYPE	DESCRIPTION
Instructor Guides	Materials developed for trainers that provide additional context to support the delivery of an instructor-led training course. Instructor guides may include process, policy, course timing information, interactions, and detailed notes that help trainers prepare for delivery. Materials are tailored for the method of delivery when in-person interactions or

	system demonstrations need to be modified for delivery via webinar to maximize the learner's experience.
Presentations	A document that visually depicts a concept, process, or procedure being conveyed to trainees. It aligns with the instructor guides and includes presenter notes.
Learner Guides	Materials tailored for learners to guide them through the course and improve engagement, interaction, and retention. Learner guides may include information such as definitions, key takeaways, hands-on activities, scenarios, and step-by-step instructions.
Practical Exercises	Scenario-based exercises with step-by-step instructions for completing a task in the training environment.
Video Tutorials	Recorded demonstrations of a module of system functionality that help learners understand how to use that aspect of the system.
Job Aids and Manuals	Reference materials that help learners use the system in the classroom and on the job. Examples of job aids include manuals, quick reference guides, FAQs, process guidance, and other documents that help learners perform their jobs and support the use of the system.

Table 14. The team will develop a variety of training materials to educate and prepare stakeholders for the eProcurement solution.

Deliver

The proposed training approach emphasizes a blended approach of instructor-led, web-based, and just-in-time techniques that provide guidance for stakeholders when and where they need it. Employing a combination of delivery methods and learning opportunities supports the guiding principle that we meet learners where they are, and that the learner's experience matters. We believe stakeholders should have regular and varied opportunities to engage with our learning resources and that training should translate into actionable behaviors that can be applied in the new eProcurement solution. Here are some ways this impacts the way we deliver training:

- Learners can practice applying new knowledge in a training environment. We will maintain this environment, and it can be used to provide learners with opportunities to apply new knowledge and skills while interacting with the technology. Learners will conduct practical exercises using profiles that are role-specific such as the following: requestors, approvers, central or desktop receivers, invoicing, project owners, and contract reviewer. The training environment may be accessible while in training to follow along with a practical exercise, or it may be used to test out certain functionality before doing something in the live environment outside of training. The training environment will be refreshed periodically to allow practical exercises to be performed. We will work with the Participating Entity to determine the frequency by which the training environment is refreshed.
- Our courses are offered on a regular basis in a variety of ways. Our feedback mechanisms provide us with insights to understand when and how stakeholders need to be trained. Our guiding principle that data drives decisions helps us make decisions about how frequently and through which method a course should be delivered.
- We will support the Participating Entity's trainers when delivering training, and we will, upon request, provide designated staff with training regarding the functionality of the eProcurement solution.

We offer learning opportunities through a variety of modalities as shown in Table 15.

MODALITY	DESCRIPTION	RECOMMENDED FOR
Instructor-Led Training (ILT)	• Live, trainer-delivered instruction offered remotely via live webinars or in-person. Instructors encourage discussion, facilitate planned interactions, and conduct system demonstrations. • Includes the most important aspects regarding the software to be implemented to train an audience. • Facilitators can use it to present the most important topics that the audience needs to be trained. • It can be accessed by the student once the training session has been finalized. • Knowledge transfer could be done with this document to train future facilitators.	• Opportunity for real-time question/answer and information sharing • Building awareness and providing basic knowledge of new content/concepts • Quickly disseminating new content to large dispersed audience • Provide a channel for delivering content, which is dynamic and/or likely to change frequently (easy to update) • An introduction in combination with a Skill Builder (WBT) course Deliverable: Power Point Presentation Deck Audience: End Users, Train the trainers
Web-Based Training (WBT)	Online, self-paced, and on-demand instruction. Learners complete training at their own pace with the guidance of online help. This modality is easily accessible even after implementation and supports ongoing, on-demand training.	• When building awareness and basic knowledge of new content • To communicate new initiatives or introducing new product knowledge • When the audience knowledge varies, allowing learners to select modules that meet their needs. Deliverable: An executable course file that can be emailed and run standalone on a PC or uploaded to a suitably configured Learning Management System (LMS) Audience: End users, System Administrators
Quick Video Tutorials (Simulations)	• Brief video tutorials that provide quick instruction for a specific procedure. • Show how to perform the step-by-step of a specific task within the system. • Do not require instructor support. • Focus directly on system activities, with no detailed introduction content.	• Can be accessed after formal training for practice as performance support to reinforce step-by-step system activities • When target audience time is not flexible and attending to a live session could be difficult to achieve. • Users who need learning activities to cover end to end processes or a series of smaller simulations cover the components of a process Deliverable: An MP4 format or over an LMS, CD or network in the ShowMe mode Audience: End Users, System Administrators.

Self-Learning Materials - Quick Reference Guides (QRGs)	• Job aids, manuals, and SAP Ariba in-application help forums that provide information and detail step-by-step instruction to complete a task. Job aids and manuals will be available on-demand from the Participating Entity's website and learning management systems. • Useful documents developed to accompany the user during the implementation and the adoption phase. • Guidance on the performance of a specific job task or skill. • Used as an ongoing reference tool for practitioners after training has completed. • Used to increase the likelihood of superior performance. The employee may depend completely on the job aid for correct performance • With a quick reference guide, the training participant may require less training to perform reliably • Take-away materials from courses Deliverable: Can be in either a printed or online format (MS Word or PowerPoint) Audience: System Administrators and Participating Entity Help Desk staff
Hands-On Training	Hands-on exercises conducted in the new eProcurement training environment used to support procedural learning.

Table 15. A blended approach to training delivery helps address varying learning needs and preferences.

We will work with the Participating Entity to assess the appropriate blend of training methods and media to present content. We understand the ideal blend of modalities and materials will change from implementation into post-go live. By using this blended approach throughout the implementation lifecycle, we can deliver consistent training messages and information through a variety of channels that effectively addresses stakeholder needs.

Evaluate

To support the guiding principle that the learner's experience matters, and that data supports decisions, we will implement various opportunities for learners to provide feedback. We will use feedback from various sources to evaluate stakeholder's experience and improve our training and communications approaches and resources. Passive feedback from interactions with a chat bot may be used to gain insight into the questions and experiences with the solution.

Quality Assurance efforts which evaluate Help Desk interactions and tickets will also inform our ongoing training and communication efforts. We will work with the Participating Entity to tailor and shape various surveys to gauge pre- and post-training knowledge, evaluate training efficacy, and measure business outcomes, such as improved utilization or faster payment cycle times. Depending on the nature of the survey, the training modality, and other environmental factors, surveys may be delivered physically or electronically before, during, or after training within an agreed upon timeframe.

We use insights from these sources to help us understand and plan for how we might provide targeted training, shape meeting agendas and newsletter topics, modify existing resources, and to support ongoing learning efforts post-go live.



1.7.3 Training Staffing Approach

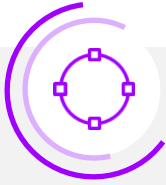
Our Training Team:

Accenture will provide qualified resources to guide and inform the training and communication efforts of the program from implementation through post-go live. This Learning and Communications lead would have the experience successfully planning, managing, and executing training programs that support unique stakeholder's adoption and ongoing use of technology.

During implementation, the Training Lead will work with your resources to deliver the training identified as part of the change management efforts. Depending on your needs, the Training and Communications team may develop all training, stakeholder meeting, and programmatic communications materials or work shoulder-to-shoulder with your team to accomplish these things. This team would also be responsible for supporting meetings and trainings either technically or by delivering training when needed and send emails on behalf of the eProcurement Program. This team will meet with the Participating Entity's staff regularly. At least one time each quarter they will work with the client to discuss the Training Plan and the next quarter's training schedule and needs.

STAFFING LEVELS/ ROLE	NUMBER OF RESOURCES AND SKILLS
Oversight Management	Be accountable for overall offshore delivery of the project. Act as final point of escalation for offshore delivery. Be responsible for staffing and overall program QA and manage budget and schedule
Training Lead	Coordinate all design & development activities. Manage training development scope, quality, effort, risks / issues, and timelines, and escalate when appropriate. Audit training materials for compliance with templates and standards. Define and monitor project schedule/work plan. Liaise with the SMEs and functional experts to gather client specific training context, scenarios and examples and track progress against the work plan and report status to the project stakeholders
Instructional Designer Lead	Develop instructional design strategy, writing standards and QA checklists. Review and provide inputs for the training deliverables to ensure they conform to the agreed Instructional design strategy and training curriculum. Ensure the training quality conforms to agreed QA Plan. Review the training materials for language, grammar, style, and standards. Lead the creation of low-level training designs (if applicable)
Content Developer	Analyze source content and share queries with the Subject Matter Experts (SMEs) for filling content gaps. Develop training materials like Instructor-led Trainings, Web-based Trainings (WBTs), video scripts, audio scripts, simulations etc. Ensure the training materials quality conforms to agreed QA Plan. Apply appropriate instructional design standards to content and comply with project-specific writing standards and guidelines. Make updates to the draft training materials as per SME feedback and comply to the agreed upon turnaround time frames
Media Designer	Develop elements of visual communications to consider contrast, color, scale, typography. Understand branding and technology requirements to be incorporated in the training materials. Define media strategy and media standards for the training program. Develop templates for in-scope training products such as Instructor-led Trainings, Web-based Trainings, Job Aids, User Guides etc. Build content graphics required for the training materials. Develop media elements (audio, video) for the training materials. Develop web-based trainings and simulations and publish them in the required format

Table 16. Typical team structure for a training team.



1.7.4 Post-implementation transition plan to move training responsibilities to Participating Entity staff

The Participating Entity should also assign dedicated resources to support organizational change management, training planning, and training delivery efforts. Trainers are instrumental to effective training delivery and they must possess a combination of functional knowledge and instructional skills. Through the training development process, training walkthroughs, instructional skills training, pilot training, and train-the-trainer (TTT) sessions, we expect the trainers will become knowledgeable in the new solution and processes.

Knowledge Transfer (KT) is critical to program sustainability after the implementation. The best way is to involve the Department/ Participating Entity team members responsible for administering the system early in the implementation.

A plan will be circulated as the Test Phase starts to ensure an orderly Knowledge Transfer. The Department/ Participating Entity will be responsible for identifying contacts and ensuring the individuals can attend KT sessions. Recipients of KT will be asked to review the appropriate project documentation prior to the sessions. Sessions will involve reviewing questions on project documentation and demonstrations in the system.

The KT plan contains details about the items that need to be transitioned to an individual.

- **Topics** - knowledge that the target audience/resource needs to know.
- **Mode of KT** - describes how the KT will be done
- **Primary Contact** - contact resource for the topic
- **Estimate (hours)** - estimated time effort (in hours) to complete the item/task
- **Planned Dates** - expected date that the item will be started / completed (should be filled out by the Lead)
- **Planned Duration** - estimated hours to complete the topic (should be filled out by the Lead)
- **Actual Dates** - actual dates that the item started / completed
- **Actual Duration** - actual hours burned in completing the topic
- **Status** - status of the transition for each topic
- **Document / Reference Location** - contains the location of the files for each topic

Knowledge transfer is focused on administrative and system support for who will be responsible for updating the system after the hyper-care phase ends. KT is not considered training which is end user focused.

The users receiving knowledge transfer should have a basic understanding of how Ariba works. KT is focused on layering another level of depth, so the recipient will understand the Department/ Participating Entity's system architecture, exactly how Ariba is configured, where to find documentation and how to communicate with Ariba support. A Run book containing schedules with references to instruction steps with start, task duration, end time, and special instructions will be shared.

DESIRED SKILLS AND QUALITIES OF THE TRAINER	RESULT OF THIS SKILL OR QUALITY
Ability to use instructor material to deliver content as intended	Training courses may be delivered by multiple individuals, but the overarching message, learner's experience, and outcomes are consistent.
Instruction, presentation, and facilitation experience	The trainer understands adult learning styles, and how to involve individuals based on their learning style, communicate clearly, have patience, be empathetic, and engaging.
Ability to speak comfortably in front of an audience	The trainer presents complex information in an intelligent manner, addresses questions, and leads interactions with confidence.
Knowledge of "as-is" procurement practices and previous Procurement solution	The trainer gains credibility with attendees and has historical background to provide context and address questions.
Knowledge of the new solution and how it supports the Participating Entity's procurement practices	The trainer successfully conducts system demonstrations and responds to attendee questions.
Well-organized	The trainer expertly manages classroom logistics such as room setup, material distribution, sign-in sheets, surveying, and any potential follow-ups (such as answering questions that could not be answered during training).

Table 17. Trainers need certain skills and qualities to effectively teach others.

We will work with the Participating Entity to identify the pool of potential trainers early in the training development and review the process to encourage familiarity with the content and approach.



1.7.5 Sample Training Materials

In this section, the requested sample training materials are illustrated.

Sample Training Plan

The purpose of the Training Plan is to lay the foundation for the stakeholder training program. The Training Plan documents the training program that will prepare stakeholders and staff for go-live milestones and subsequent ongoing operations. As a first step, to help with creation of a realistic training plan, the training needs analysis is conducted to identify the impacted users.

The Training Needs Analysis provides details of the processes and activities each impacted user needs to be trained on. In Training Needs Analysis (TNA) we define based on the processes, the content and who needs to be trained. It includes the relevant information enabling the team at a later stage to create the respective training material and training schedule.

The objectives are:

- To get a holistic understanding of who and what needs to be trained
- Develop a common understanding with technical and business workstreams and the main focus of the employee training
- Get inputs to estimation about training material development effort as well as the first rough estimation of the training execution effort

- Gather inputs on the necessary preparations needed for the courses (material, data, etc.)
- Gather inputs for the creation of individual curricula and session planning (trainer, session, content, participant mapping)

Description
Describes the activities and/or tasks involve in the process.

Workstream
End to End process(es) involve.

Process Name
It provides the processes in which training should be done.

Roles
Detailed list of end users impacted and Business Roles.

Training & Performance Support
Define if formal and/or informal training is needed.

POD Name	Workstream	Process Name	Activity Description	Roles			Training	Performance Support	Fiori/GUI	Comments
				CSR Admin	Sales Rep.	A/R				
Split Billing / Prepay Redesign	OTC	Manage Customer Downpayments (Prepay)	Understand the prepay funds adjustment on the A/R contract balance when sales order quantity is changed. Reverse original FI document and create a new FI document for total prepay. Understand how over delivery functionality works.			x	Yes	Yes		
Split Billing / Prepay Redesign	OTC	Manage Prepay Contract	Adjust Prepay in a price-lock prepay contract	x	x		Yes	Yes		

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Figure 34. Illustration - training needs analysis template gives an end-to-end view of the impacted processes and stakeholders.

Figure 35 illustrates a sample training plan. The training needs analysis provides relevant inputs to create a realistic training plan.

Ref #	Task Description	Owner	Status	Start Date	End Date	Week 1					
						<MM/DD>	<MM/DD>	<MM/DD>	<MM/DD>	<MM/DD>	
	Structure:										
1	Define the training team, roles and responsibilities; divide tasks, set milestones.										
1.1	Identify and assemble training readiness team	<Task Owner>	<Status>								
1.2	Review organizational requirements, identify success metrics										
1.3	Outline tasks that will be supported across all resources										
1.4	Evaluate support resources and escalation channels										
1.5	Define help desk strategy for supporting users										
	Preparation:										
2	Develop a plan that provides multiple opportunities to groom the trainers and equip the trainers with the skills necessary to successfully deliver training.										
2.1	Conduct a train the trainer kick-off meeting	<Task Owner>	<Status>								
2.2	Conduct a detailed demonstration of a work stream or task.										
2.3	Identify key user groups for feedback during pilot										
2.4	Test usage scenarios and validate technical deployment										
	Deploy:										
3	Strategically share the tools that have been developed with the targeted audience using a schedule.										
3.1	Develop a robust schedule, including, monthly schedule and weekly schedule, for example, lists each event by time, course name and	<Task Owner>	<Status>								
3.2	Announce training resources to end users										
3.3	Plan training delivery logistics										
3.4	Monitor and report issues and risks										
	Transition:										
4	At some point during the project, developed training materials and collateral will need to be transitioned to the client.										
4.1	Announce via email to the departments or teams associated with the project that Development is complete and Deployment is kicking off	<Task Owner>	<Status>								
4.2	Develop a comprehensive plan of all tasks owned and materials developed by your team										
4.3	Construct a Transition Plan, which outlines all tasks/documents, related collateral, ownership transition and goals of the project.										
	Make it Stick:										
5	The final step is to ensure that your work will drive lasting, positive change and sustain longevity within the organization.										
5.1	Evaluation and ongoing measurement by establishing a scorecard/structure	<Task Owner>	<Status>								
5.2	Review reporting to assess usage and adoption										
5.3	Determine if success achieved according to initial metrics										
5.4	Develop a maintenance plan and assign tasks within the maintenance plan										

Figure 35. The training plan will be developed collaboratively with the Participating Entity using the principles of Design Thinking.

Sample training delivery methods

On-site Instructor Led, computer-based classroom training

Instructor led trainings would typically include a combination of power point presentations, demonstrations, and quizzes to keep attendees engaged. We also create job aids with detailed process flows - <https://eprocurement.nc.gov/media/304/download?attachment>

Please click on the link to access sample training material for an introduction to procurement process.
<https://360.articulate.com/review/content/4435889b-aa49-4926-908a-77e8eaa23f40/review>

This material is based on the Gamification approach. One of the emerging and progressive digital learning solutions embraced by several leading organizations today is the medium called Gamification. What is it? A technology-based learning environment that uses gaming mechanics and allows learners to interact with challenging situations, make appropriate decisions, and learn new skills, while simultaneously enjoying the thrills of digital gaming. Through this approach, organizations can harness the popularity of gaming to support change and teach new skills and behaviors. Blending gamification with formal, experiential learning and social collaboration will accelerate rapid adoption and sustained behavioral change.

In the sample below, typical training material is illustrated.

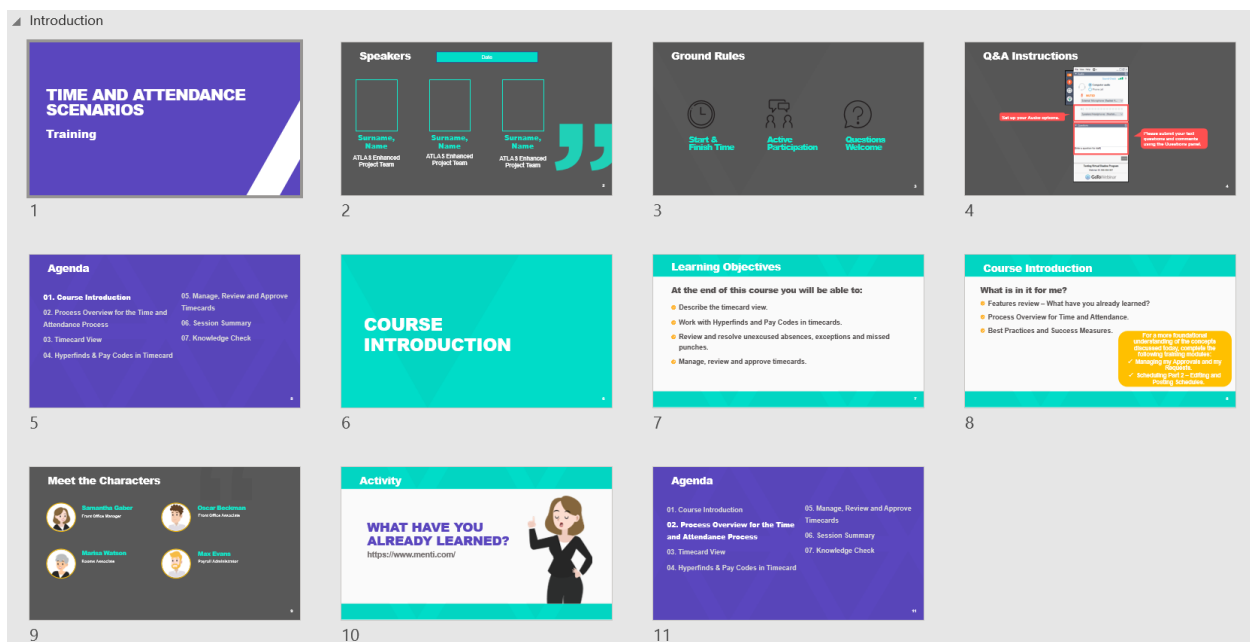


Figure 36. Training materials like this, created using power point is useful for trainers to present and provide an overview during the instructor led trainings.

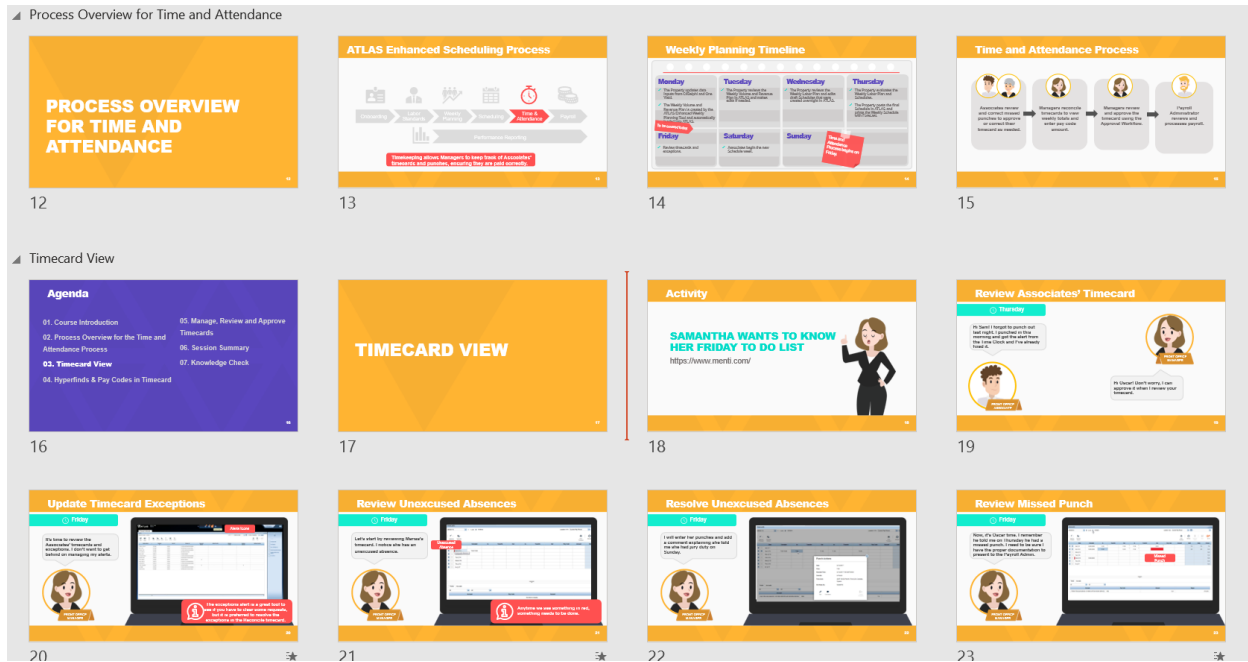


Figure 37. The material focuses on making the session as interactive and simple as possible to increase audience engagement and learning.

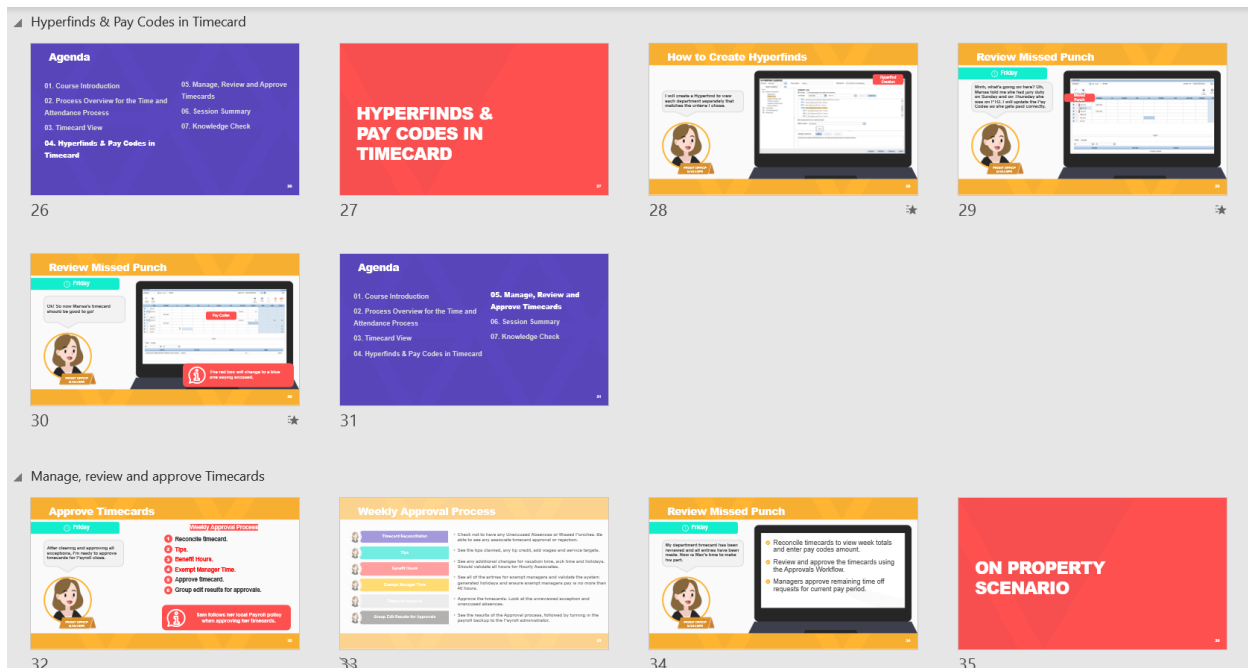


Figure 38. Scenario and role-based examples paired with pop-up quizzes helps the audience understand the new system better and retain the knowledge effectively.

Web-based training (e.g. Webinar session)

We have included examples of web-based training we developed at this link
<https://eprocurement.nc.gov/training/whats-new-nc-eprocurement>

To navigate to a specific section of the webinar, use these links:

- [Adding Catalog Items in Guided Buying \(19:35\)](#)
- [Finding Punchouts in Guided Buying \(43:12\)](#)
- [Creating a Non-Catalog order in Guided Buying \(45:10\)](#)
- [Adding Catalog Items in Expert View \(1:02:10\)](#)
- [Finding Punchouts in Expert View \(1:14:36\)](#)
- [Creating a Non-Catalog order in Expert View \(1:16:57\)](#)

Sample step-by-step procedures and directions.

(i) Example Registering on eVP

- Job aid - <https://eprocurement.nc.gov/media/90/download?attachment>
- Demo - <https://youtu.be/1qvTc9VR8ag>

(ii) Quick Start guides

- <https://eprocurement.nc.gov/media/361/download?attachment>

(iii) Examples of training material where the government client has published the materials on publicly accessible websites.

Please visit <https://eprocurement.nc.gov/training/sourcing>

1.8 Help Desk Services

Bidders must provide services to support users and Suppliers in the use of the eProcurement solution. Proposals must describe in detail the available services, including but not limited to, the following:

- Approach/methodology.
- Experience supporting eProcurement solutions.
- Support/Management Plan that addresses:
 - Help Desk location and staffing
 - Participating Entity responsibilities and staffing recommendations
 - Operating procedures
- Systems and tools utilized to provide services including phone, chat, and ticketing systems.
- Performance metrics tracking and reporting.
- Issue analysis, tracking, and reporting.
- Customer satisfaction tracking and reporting; and
- Option/approach to transition to a Participating Entity Help Desk operation including training of Participating Entities Help Desk resources.

Response requirement:

- RTM: Tab 6, IMPL-1 through IMPL-5
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Help Desk Services objectives and requirements.

Response:

Accenture has been supporting government eProcurement service desks for over 20 years in two large State governments. The yearly averages per state of our support services includes:

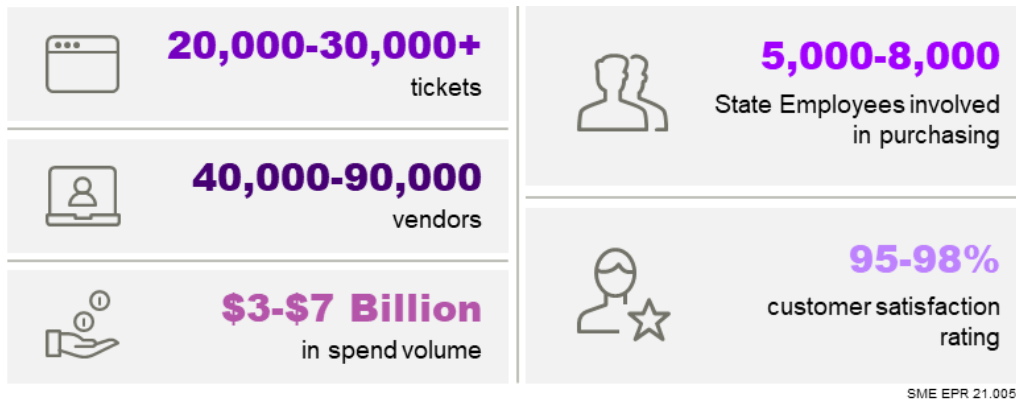


Figure 39. Accenture has been supporting government projects and has the experience in supporting eProcurement Service Desks

Accenture proposed help desk approach supports a model where the Participating Entity be responsible for Level 1 support while Accenture manages Level 2 and Level 3 escalations. It is generally the most cost-effective option to use the Participating Entity's existing infrastructure. Accenture Level 2 & 3 resolvers will leverage the existing ticketing system to avoid duplication or costly integrations. The Accenture support team will also work with Level 4 support from SAP Ariba to prioritize, add context and help them replicate and resolve issues.

However, if a Participating Entity wishes to explore Accenture managing the Level 1 support, we do have capabilities including setting up ticketing and IVR systems.

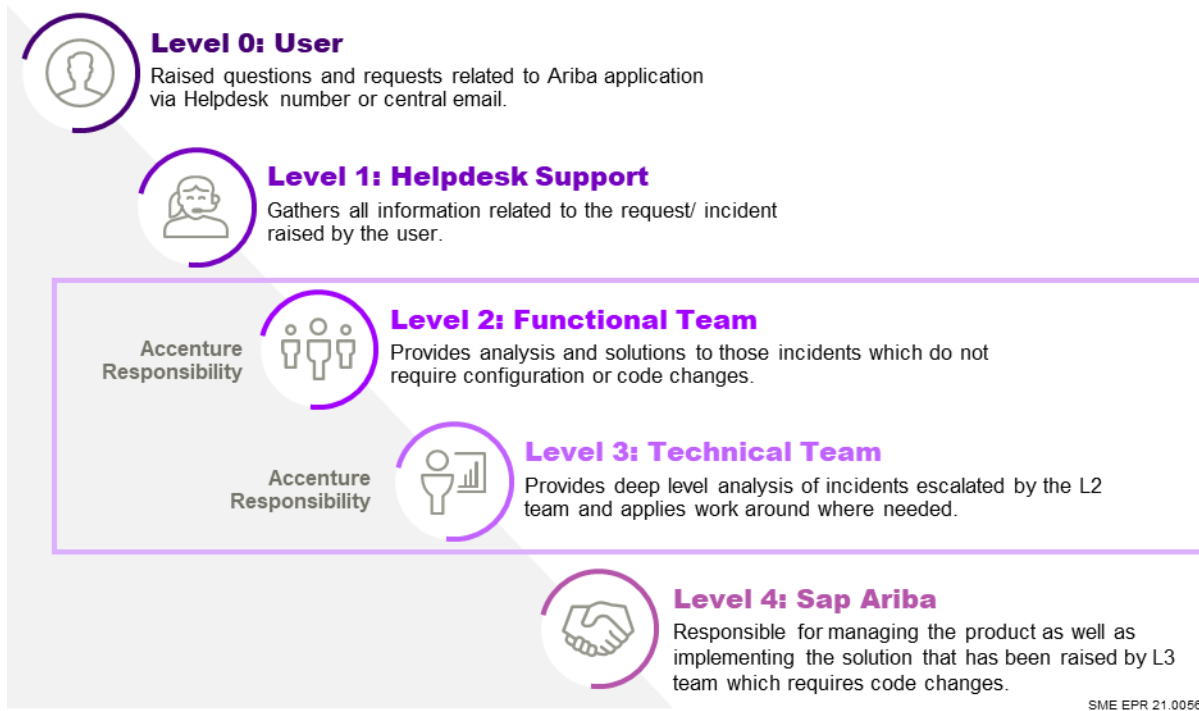


Figure 40. Intelligent Application maintenance services – Support Model illustrating the scope of Level 2 and Level 3 support services.

A more detailed depiction showing responsibilities for each Level of support is shown in Figure 41.

 Level 0	• How to/where to request • Request for Change • PO/GR delivery question	• Master Data Request • Processing Request • Access Request	• Supplier Inquiry • Application Errors • Other application queries
 Level 1	End-user support: • Entry point for all requests • FAQ/General Support • Ticket creation		
 Level 2	Application Support • Provide first level analysis of system related issues • Management of aging and escalated incidents • Management of Approval Workflow	• Provide information on different transaction states • Perform Processing of Rejected Approval • Perform Delegation set-up/Reassignment • Perform Application Monitoring	
 Level 3	Application Maintenance • Provide deep technical analysis of the system • Provide resolution and execute workaround • Provide adhoc reports based on request • Perform data loads	Application Development • Perform Change Request Assessment • Provide Change Request Estimates • Perform Vendor Release Assessment and Testing • Perform Configuration Changes	
 Level 4	Software Vendor • Resolve software product bugs • Respond to SAP Ariba cases logged and provide resolution • Deliver minor/major product releases • Perform product enhancement	• Resolve SAP Ariba related issue • Provide SAP Ariba related information	

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Figure 41. High-level roles and responsibilities across different levels of support.

The Scope of Accenture's Application Management Support (AMS) services include incident management, work request (i.e. catalog, data loads), release management, change support, application monitoring (non-SaaS supporting solutions) and problem management as detailed in Figure 42. This Procurement and IT support team will allow the Participating Entity to focus on adding value to their eProcurement program while Accenture maintains the staff with SAP Ariba expertise to resolve the day-to-day issues. The AMS team would be able to assist the Help Desk in building out answers to Frequently Asked Questions (FAQs) and through continuous improvement help reduce the time spent resolving customers issues.

Service Item	Description	In-scope Activities
 Incident Management	Service restoration to the users, by processing incidents as quickly and efficiently as possible according to agreed KPIs, and to reduce the impact on business operations.	• Incidents analysis and resolution • Escalation process for Incident resolution • Incident hand-over and 3rd party handover where needed • User and helpdesk clarifications
 Work Request Management	Requests that are not incidents such as data load requests (preparation and testing), report requests, and “how-to do” requests.	• Simple data uploads or configuration such as: – User delegation – Add/remove/update of master data for testing purposes • Addressing, “how to questions?”
 Release Management	Assess, verify, validate and support SAP Ariba patch releases and enhancement releases including hot fixes.	• Analyze and test new releases of SAP Ariba • Impact analysis and validation testing for deployment.
 Change Management	Managing, implementing and reviewing of changes to the application. It details out the process flow of a change request (CR) starting from creation, review, to closure.	• Raising change request and tracking approvals • Designing (with assistance from Client), configuring, testing, and deploying of the change request
 Application Monitoring	Monitoring application health, jobs, interfaces, and transactions to determine potential issue or risk in the application.	• Proactively address transaction and interface failures • Communication of status / analysis • Applying workarounds where applicable

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Figure 42. Description of scope of services.



1.8.1 Location and staffing

Level 2 and Level 3 support is generally managed out of the Accenture Manila service center working during the Participating Entity's normal business hours. Our Manila center has experienced SAP Ariba practitioners and has been supporting the platform for over 15 years. Level 2 and 3 support could also be managed out of our Nashville Advanced Technology Center (ATC). The pricing we have provided in our response assumes the Manila location.

If Level 1 support is needed, this support could be staffed at one of our various North America or Offshore technology centers. Accenture also has experience sitting Level 1 helpdesks, at the request of the customer, at a local Accenture office in close proximity to the government client offices.



1.8.2 Participating Entity responsibilities and staffing recommendations

As outlined in above, Accenture recommends that the participating entity be responsible for Level 1 helpdesk support. We will work with the Participating Entity to determine the appropriate number of resources based on call and ticket volumes.



1.8.3 Operating procedures

Level 2 Service Desk Specialists will provide on-demand support to Level 1 specialists to reduce the need for escalation when possible. Tickets escalated to Level 2 specialists will be resolved or escalated to the Level 3 level or the Participating Entity within **an agreed upon number of** business days. Inquiries escalated to Level 3 will be handled by the Operations Management Team and will be resolved, escalated to the Participating Entity, or categorized as a system fix (i.e., System Investigation Request) or change request.



1.8.4 Systems and tools utilized to provide services including phone, chat, and ticketing systems

Leveraging the Participating Entity's existing tools is generally the most cost-effective option. However, Accenture has the following tools available in the event that they are contracted for Level 1 support:

- IVR systems
- Call management systems
- Necessary hardware
- Contact center management and communication tools
- Customer support utilities
- Desktop support tools
- Remote work capabilities
- Service desk training and knowledge base



1.8.5 Performance metrics tracking and reporting

We will conduct internal weekly quality reviews and report on:

- Previous weeks tickets
- Compile opportunity areas
- Feedback trends
- Areas needing Help Desk training



1.8.6 Issue analysis, tracking, and reporting

In the case of Level 1 support being contracted to Accenture, the Accenture service desk will track and report on inquiries related to:

- # of service requests
- Problem reporting of agency/department functional issues
- # vendor functional issues
- Application and technical issues
- Change requests



1.8.7 Customer satisfaction tracking and reporting

In the case of Level 1 support being contracted to Accenture, the support service desk leadership gathers real-time visibility into customer satisfaction through surveys gathered at the time of ticket close. This allows us to easily monitor and immediately address negative feedback. Additionally, we would provide monthly overall satisfaction metrics to the Participating Entity via SLE reports.



1.8.8 Option/approach to transition to a Participating Entity Help Desk operation including training of Participating Entities Help Desk resources

In the event that help desk support is transitioned fully to the Participating Entity, Accenture would create a knowledge transfer plan that would be reviewed with the participating entity.

The Transition Plan will include at a minimum,

- Responsibilities by resource for operational support during the Transition Services period,
- A list of detailed documentation about the technical infrastructure and applications to be provided during the Transition Services period to support ongoing support and maintenance of the project,
- A workplan for each stage of the Transition Services,
- Plans for coordination and transition of specific responsibilities from Accenture to client,
- A list of operational statistics to be provided during the Transition Services period, including resource consumption, system performance, and application activity in both aggregated and trended forms, and
- An inventory of third-party products for which the licenses will be transferred from Accenture to the client if necessary.

More specifically, the following areas will be addressed in the Transition Plan, likely to be completed in this order, for transition from Accenture to the Participating Entity:

- Knowledge and Process Transition
- Telecommunications Infrastructure Transition
- Call Tracking Tool Transition
- Operations Transition

This plan will be reviewed and agreed to by the participating entity program lead\ and Accenture program leadership.

1.9 On-Site System Stabilization Support

Bidders must provide personnel to support a stabilization period of 3 months after the 'go live' of the full Solution Implementation. Participating Entities may require this support to be on-site. These personnel will address, at a minimum, system setup/configuration changes, issue assessment/resolution, system performance and stability monitoring/adjustment, system use assessment, mentoring of State operations staff, coordination of Contractor off-site tasks and support resources, coordinate documentation.

Response requirement:

- RTM: N/A

- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the On-Site System Stabilization Support objectives and requirements.

Response:

Accenture has taken into consideration the requirement to support the stabilization period of 3 months post go-live. Our approach for on-site stabilization is split into two main phases. We have our Hypercare (month 1) and Extended Care (months 2 and 3).

After the initial release of the solution, we host a period known as "Hypercare" where the implementation project team will directly manage the support of the solution. During this time, Accenture will provide project resources to manage any defects identified by end users, agreed configuration changes, and general end user support to execute transactions within the system.

In Hypercare, a process will be defined to review any defects and/or configuration changes requested for the system with the appropriate stakeholders. System changes will align to existing IT governance processes including the client's ticket management systems and approvals as required.

A combination of hands-on working sessions and continued trainings will help the business become more proficient in the tool. Training typically continues in the first two weeks of Hypercare. The majority of the functional resources who were part of the implementation phase would still be available. Targeted hands-on sessions will continue during the whole period of Hypercare. The project team either in-person or using virtual modes connects with key users answering questions and if needed walking them through transactions and processes.

Through the Hypercare period, all prepared system and project documentation would be shared with the steady state support team. There will then be a series of sessions held to knowledge transfer (KT) what was designed and configured into the system. The KT approach is detailed in response to section 1.2.5 Knowledge Transfer. This team would be expected to shadow the project team during the Hypercare period to pick up typical support activities. During the last week of Hypercare it is typical to do a reverse shadow where the access is handed over to the steady state support team and the project team shadows and provides guidance on support tickets where required.

After the reverse shadow at the end of Hypercare, there will be a full hand off for support of the system where standard tickets and activities are now picked up by the steady state support team and then the Extended Care phase begins. Any major issues identified related back to the initial design and build of the system will be supported by Accenture. The Application Maintenance Services team would be on point to resolve any issues. Accenture (Systems Implementation Team) would support. During the Extended Care, based on the needs of the client, consideration can be given to having resources on-site or remote

resources working client hours. The number of resources would be optimized based on the number of tickets.

F. Managed Services Requirements

Bidders may propose to provide any of the following services separate from services proposed in the Implementation section of this RFP.

1. Solution Support

Bidders must provide post-implementation operational support services including, at a minimum, the following:

- Maintain the performance, availability, and stability of the Solution. The Contractor must schedule its implementation of changes so as not to unreasonably interrupt State business operations.
- Make no changes that would materially alter the functionality of the systems used to provide the Services or materially degrade the performance or SLAs as established of the Services, without first obtaining State approval. In the case of an emergency, and in keeping with State security policies in effect, the Contractor may make temporary changes at any time and without State approval, to the extent such changes are necessary, in the Contractor's judgment, (i) to maintain the continuity of the Services, (ii) to correct an event or occurrence that would substantially prevent, hinder or delay the operation of State critical business functions; and (iii) to prevent damage to the Contractor's network. The Contractor will promptly notify the State of all such temporary changes. At the conclusion of the emergency the Contractor will restore any changes to the pre-emergency state, and if the change is deemed necessary for normal operation of the system, a corresponding change request must be initiated for State review and approval. The Contractor must review and perform a root-cause analysis of any deviation from any scheduled or failed changes.
- Prior to using any software or equipment to provide the Services perform all necessary testing to verify that the item has been properly installed, is operating substantially in conformance to its specifications, and is performing its intended functions in a reliable manner in keeping with the defined Service Levels in effect at the time of the change.
- Reasonably accommodate the Participating Entity testing, review, and approval processes prior to promoting these Solution components in the production environment.
- For all Production and Non-Production environments (including environments that support systems development, testing, training, demo, QA and otherwise) monitor those environments, apply patches, and administer the system logs.
- Upon the creation of any environment for Participating Entity use, (unless excused in writing by the State) include these environments in regularly scheduled backup, maintenance, update/upgrade, patching, monitoring/reporting functions prior to productive use by the Participating Entity and until the use of this environment is no longer required by the Participating Entity.
- Identify to the Participating Entity any issues that may adversely impact the Participating Entity in-scope environment and operational requirements and that require analysis of the technical components of the system, including the applications, databases, ancillary and systems software and hardware.
- Conduct reviews with the Participating Entity for corrections to performance, functional, integration or technical issues with in-scope environments or operations and incorporate resulting changes into ongoing continuous improvement initiatives.
- Provide reviews of Participating Entity use of the Solution to make recommendations/suggestions on how the Entity could make more effective use of the Solution.
- Perform technical activities including but not limited to: system code/object migrations, patch implementations, testing, performance tuning, log administration, data copies and exports, integrations and scheduled reporting/ETLs, and responsibility for issue resolution such that migrations into production will be executed at agreed periodic intervals and other production changes will be scheduled during the maintenance window. The Contractor must follow a mutually agreed, formalized, and published methodology for migrations into production.
- Application and system software/hardware upgrades for in-scope services must not impair the Contractor's ability to meet the Service Levels.
- Maintain an e-mail listing for each business and service owner of the eProcurement solution including third party Solution components. When there is an unscheduled outage or reduction in required performance of the eProcurement solution, the Contractor must promptly notify the appropriate business and service owner contacts of an outage and restoration of service in accordance with the Run Book or other supporting documents.
- Monitor system use/capacity, forecast capacity and review the Participating Entity growth plans during quarterly service review meetings, and if requested due to an unforeseen requirement, participate in the required number of ad-hoc reviews coinciding with these new requirements and infrastructure needs to correctly plan for capacity – periodic capacity increases as well as burst requirements.
- Monitor all third-party software vendors and vendor services for proactive notification of all applicable patches and updates. When new eProcurement impacting items are released, they must be tested by the Contractor in its protected test environments, and jointly scheduled with the Participating Entity for installation during the next scheduled maintenance window. A priority update window may be required in advance of schedule if a patch or fix is deemed to be critical or security related.
- Manage the security functions related to the solution including administrative access and passwords and the related security controls to maintain the integrity of the solution, based on the Contractor's standard security processes.

Response requirement:

- RTM: N/A

- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Solution Support objectives and requirements.

Response:

1.10 Solution Support:

As the #1 SAP Ariba partner for the last five years, Accenture has an unmatched ability to deliver SAP Ariba solutions to our clients. We have successfully implemented and supported health and public service solutions. The following sections address the requirements related to Managed Services.

SAP Ariba would be responsible to ensure the solution is available, scalable and provides the desired performance.

To ensure the best support, it's critical to have a first line of response that fully understands the client, the technology and the support offered by SAP. Through our past experience of working in similar engagements, Accenture practitioners can easily troubleshoot the source of the problem. When possible, we resolve the issue ourselves. If required, we reach the right contact from the SAP Ariba team to help resolve the issue.



1.10.1 Solution Support for Services (via SAP Ariba)

From an application support perspective, SAP Ariba provides a one (1) hour response commitment for all severity level one issues submitted by phone or web portal during the applicable service hours, excluding holidays. Ariba does not guarantee resolution to issues within the response period, only response to initial calls.

Ariba provides web support 24 hours per day, 7 days per week (24x7) via online customer portal. Buyers and suppliers can access frequently asked questions and other documentation on-line as well as web-based training tutorials. The online knowledgebase offers over 5,000 solutions to questions or issues. Customers can access the Web-based customer site (Connect) to file service requests or check status of a request. Ariba's web portal is a place where customers can:

- Submit and review status of Requests
- Download Ariba applications and updates
- Search Customer Support knowledgebase
- Receive up-to-date information on Ariba applications
- Access Knowledge@Ariba for Ariba's best practices, advanced searches on Ariba products, join collaborative discussions with other customers, partners and Ariba employees in knowledge threads.

SAP Ariba's Application Management Services (AMS) is included in the cost of licensing and offers the following coverage:

- Day-to-day management of the SAP Ariba solutions

- Manage upgrades, maintenance and ensure the solutions are running optimally with the most up-to-date versions
- Helps achieve high levels of application adoption, end-user satisfaction and ROI

SAP Ariba offers customers the option to upgrade from the AMS services to their Preferred Care program, if desired. This program includes AMS coverage plus the following:

- The client is assigned a Preferred Care manager who will be your dedicated contact for support issues
- The Preferred Care manager develops an understating of the complex infrastructure to provide advice specific to your business needs.



1.10.2 Application Maintenance

Software Application Management

- As part of the application management process, Accenture will provide support and maintenance for the eProcurement solution and its customizations, interfaces, batch jobs, and reports, to ensure that the systems are adequately monitored for performance and accurate processing.
- When issues are identified, Accenture will work with SAP Ariba to help diagnose, troubleshoot, and resolve functional and technical problems for users. Accenture will create tickets during such incidents and notify the right people from the Cloud provider team. The SLA to resolve the product/ feature, SaaS related issues will be with the Ariba. Accenture would be responsible for SLAs only related to requests like customizations, change requests, and implementing enhancements on the Participating Entities systems.
- Accenture will regularly review vendor registrations for activity and conduct an annual and monthly vendor inactivation process. As needed, we will also perform ad hoc vendor inactivation as requested by the Participating Entity, and, with respect to its own registration, vendor employees authorized on each vendor's account. We will provide a list of all inactivation requests to the Entity for review and approval.
- Accenture would maintain detailed documentation of the applications and supporting software. This includes operating system versions, patch levels, and configuration, core application configuration, software customization design documentation, and both real-time and batch interfaces.
- Accenture would work closely with the Participating Entity to provide estimates for any planned updates to the eProcurement solution, and to design, develop, test, and implement configurations and customizations. Accenture will hold meetings with the Entity to review, discuss, confirm requirements, and establish an implementation date for large/complex operational data updates.
- Accenture will maintain interface and integration customizations made to real-time and batch components using source control software. This software will store and manage code versions. Any client enhancements or issues encountered will be managed using a change request/ defect escalation process.

- All upgrades are managed by SAP Ariba as part of the subscription, including new feature releases, regulatory compliance related updates, system maintenance and patches, etc. SAP Ariba has a quarterly release cadence for major releases to their cloud customers:
 - Feature releases delivered in month 2 of the quarter (Feb, May, Aug, Nov).
 - Monthly “service pack” releases contain defect fixes and urgent changes
 - All releases and system maintenance are scheduled during the published maintenance windows, outside business hours in order to minimize business impact.

All new features with a change management impact are delivered “turned off”. Our support team will review those new features for applicability to the Participating Entity’s needs. We will review potential features to activate. If the Participating Entity concurs, the team will contact SAP Ariba to activate in a test environment. The team will test, and document expected functionality for impacts. After review with the Participating Entity and completed User Acceptance Testing, our support team will work with SAP Ariba to move the features to production.

Accenture would integrate with Participating Entity’s Change Management processes, including day to day participation in Participating Entity’s Change Advisory Board to assist with assessing and prioritizing changes. The Change Advisory Board consists of key stakeholders from business and IT that meet and evaluate high impact Request for Changes.

Functionality changes to the system:

SAP Ariba would be responsible to ensure the solution is available and meets the SLA standards. In scenarios where there are functionality changes needed to the system, Accenture will liaison with the Participating Entity, provide technical advice and point of view regarding the change. We will adhere to any required approval and review processes.

Services testing and installation:

SAP Ariba would be responsible to perform all necessary testing to verify that the item has been properly installed, is operating substantially in conformance to its specifications, and is performing its intended functions in a reliable manner in keeping with the defined Service Levels in effect at the time of the change.

Participating Entity testing:

The Accenture support team will use standardized quality assurance testing processes for all code and configuration changes that validate updates against predetermined requirements confirming the eProcurement solution meets the Participating Entity’s requirements.

Automated Testing Tool Test Scripts

Accenture has experience with implementing multiple automation testing platforms. These provide the following benefits:

- **Codeless testing automation:** Creates and maintains testing automation without writing code, driving reductions in effort, increasing testing quality, and speed

- **Comprehensive test management:** Provides a single repository for test scripts, test data, and expected results with track changes, and version control
- **Testing insights:** Provides real-time insights into testing activities and progress
- **Cross-platform support:** Automates testing across all layers of modern enterprise architectures, including APIs, web, mobile, custom applications, business intelligence engines, and data warehouses

We will work with the Participating Entity to determine the needs and requirements on the tools for automation testing. We will build automated test scripts based on a review of functionality that meet the following criteria:

- Frequently used by agency/department customers and vendors
- Mission-critical to procurement processes
- Dependent on multiple-data inputs
- Time-consuming

We will target the following functional areas for automated testing:

- Requisitioning
- Receiving
- Invoicing
- Contracts
- Vendor Registration
- Solicitation Posting

We will create test cases and test scripts and specify the field input requirements. We will also create multiple test cases for each available value in fields, such as dropdown menus, multi-select checkboxes, and more. We will execute finalized test cases in the test automation tool as needed to validate functionality.

Collaboration with Other Agencies and Vendors

Our team has an extensive history working with external agencies and vendors to identify issues, resolve problems, and test changes. We aspire to maintain a positive relationship with the vendor and agency stakeholders.

The team will support interfaces with external agencies and vendors by:

- Working collaboratively to identify, troubleshoot, and resolve interface issues that occur
- Working collaboratively with the appropriate team(s) to support interface testing efforts with infrastructure and code changes and disaster recovery testing with the Participating Entity's accounting system, including:
 - Real-time interfaces
 - Encryption updates
 - Batch server replacements
 - Annual disaster recovery
- Monitoring the vendor integration with the Ariba Supplier Network and working with vendors to resolve:

- Punch-out testing and verification:
 - We will conduct daily morning validation checks and escalate issues for punch-outs that are not operational.
 - We will conduct testing with vendors to validate updates and confirm functionality of new punch-out catalogs that roll onto the system.
- Resolve purchase order failures:
 - We will conduct daily resolution of purchase order transmission failures related to invalid email addresses or Ariba Network connectivity issues.
 - As a part of the issue resolution process, impacted agency customers will be alerted to purchase orders that were impacted.

Typical roles for Application Maintenance Services:

Figure 43 describes the typical team structure in the Maintenance services engagements. The roles and responsibilities are illustrated in Table 18.

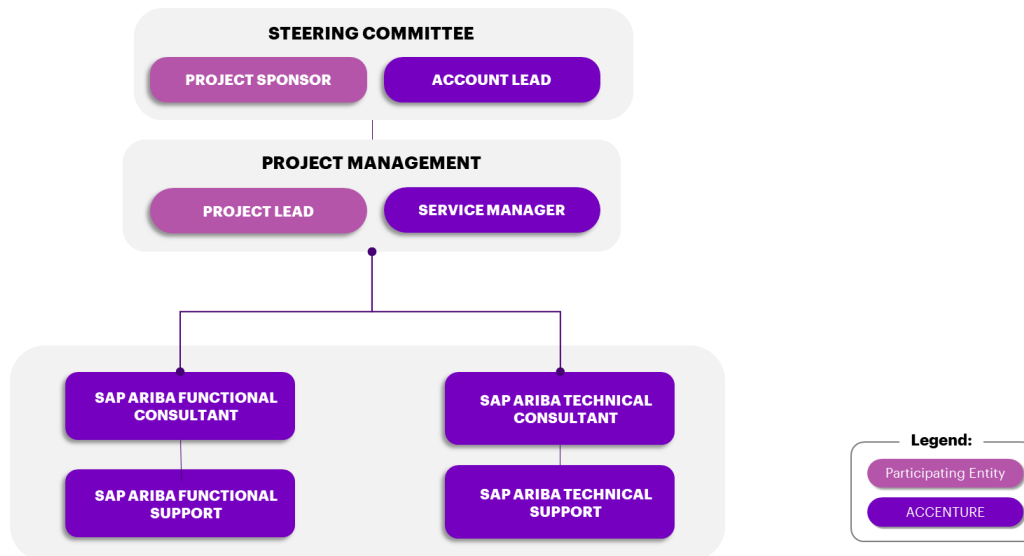


Figure 43. Typical project team structure for Managed Services/Application Maintenance Services

ROLE	RESPONSIBILITIES
AMS Program Manager	Oversee delivery and support of technology services, ensures that all delivery programs are accounted for including but not limited to: • Resource Management • Quality and Risk Management • Problem and Change Management • Monitoring and Reporting
AMS Delivery Lead	• Provide a structure to plan the projects and direct projects throughout the planning process. • Oversee program and project delivery plans. • Oversee program and project performance and reporting. • Build and lead high performance project teams (including Accenture and Participating Entity teams).

	• Set the overall direction for projects. • Establish the program management infrastructure. This includes the governance structure, management processes, plans, procedures, tools, etc. • Measure and monitor progress to ensure that the projects meet or exceed performance target. • Manage project interdependencies to ensure successful delivery. • Manage risks for all projects under the program. • Coordinate governance activities. • Ensure that resources are effectively allocated and used across releases. • Oversee stakeholder management activities; ensuring projects have integrated stakeholder management and communication activities.
Service AMS Lead	• Coordinating interfaces between design coordination, service transition planning and reporting and other processes • Ensuring the consistent design of appropriate services, service management information systems, architectures, technology, processes, information, and metrics to meet current and evolving business outcomes and requirements • Coordinating all design activities across projects, changes, suppliers, and support teams, and managing schedules, resources and conflicts where required • Planning and coordinating the resources and capabilities required to design new or changed services • Managing the quality criteria, requirements and handover points between the service design stage and service strategy and service transition • Improving the effectiveness and efficiency of service design activities and processes • Coordinating service transition activities across projects, suppliers, and service teams • Ensuring that the final delivery of each service transition meets the agreed customer and stakeholder requirements specified in the service design package • Understanding, anticipate and influence customer demand for additional support. • Ensuring that all knowledge items are made accessible to those who need them in an efficient and effective manner • Planning and managing support for knowledge management tools and processes • Encouraging people throughout the service provider to contribute knowledge to the service knowledge management system Acting as an adviser to business and IT personnel on knowledge management matters, including policy decisions on storage, value, worth etc. • Identifying, controlling, and storing any information deemed to be pertinent to the services provided that is not available by other means • Maintaining controlled knowledge items to ensure that they are current, relevant, and valid • Monitoring publicity regarding the knowledge information to ensure that information is not duplicated and is recognized as a central source of information etc. • Setting direction and providing a framework through which improvement objectives can be delivered
L3 Consultant (Techno-Functional)	• Confirm the resolution of Participating Entity requests, issues, and work requests • Analyze unusual trend in monitoring and recommends corrective action via problem management or change request, whichever is applicable • Investigates and diagnoses incidents and problems according to their effects, and identify the resolution or error • Responsible in validating if the system is working as per design as a result of an incident and /or problem

	• Documents newly identified workaround or processes • Identify and define detailed product requirements and use cases • Participate in transitioning the requirements and use cases to the designers, and confirm a clear and complete understanding of the requirements • Contributes on team continuous improvement activities • Sends out report for any observed unexpected behavior and /or failures for all the in-scope monitoring activities such as integration events, scheduled tasks, transactions, and performance behavior of the system • Documents monitoring best practices and newly identified failures, workaround, or processes • Assist in translating requirements and use cases into test conditions and expected results for product, performance, user acceptance, and operational acceptance testing whenever applicable • Develop and maintain Procurement Live Insights and other automation activities
L2 Support (Functional)	• Confirm the resolution of Participating Entity requests, issues, and work requests • Analyze unusual trend in monitoring and recommends corrective action via problem management or change request, whichever is applicable • Responsible in validating if the system is working as per design as a result of an incident and /or problem • Documents newly identified workaround or processes • Identify and define detailed product requirements and use cases • Participate in transitioning the requirements and use cases to the designers, and confirm a clear and complete understanding of the requirements • Contributes on team continuous improvement activities • Sends out report for any observed unexpected behavior and /or failures for all the in-scope monitoring activities such as integration events, scheduled tasks, transactions, and performance behavior of the system • Documents monitoring best practices and newly identified failures, workaround, or processes • Assist in translating requirements and use cases into test conditions and expected results for product, performance, user acceptance, and operational acceptance testing whenever applicable
L2 Support (Technical)	• Analyze unusual trend in monitoring and recommends corrective action via problem management or change request, whichever is applicable • Investigates and diagnoses incidents and problems according to their effects, and identify the resolution or error • Participate in transitioning the requirements and use cases to the designers, and confirm a clear and complete understanding of the requirements • Contributes on team continuous improvement activities • Documents monitoring best practices and newly identified failures, workaround, or processes • Assist in translating requirements and use cases into test conditions and expected results for product, performance, user acceptance, and operational acceptance testing whenever applicable • Develop and maintain Procurement Live Insights and other automation activities

Table 18: Roles and Responsibilities of the team in a Managed Services engagement.

The RACI table below identifies the distribution of responsibilities between the Participating Entity, Accenture, and SAP Ariba for Application Maintenance Services. Legend – R – Responsible, A- Accountable, C- Consulted, I – Informed

ACTIVITIES	PARTICIPATING ENTITY	ACCENTURE	SAP ARIBA
Application Scope			
Issue Resolution on Ariba Related L2/L3 Issues	I	R, A	N/A
Raise incident or service request to SAP Ariba for specific L4 Issues	I	R, A	I
Issue Resolution on Ariba Related L4 Issues	I	I	R, A
Issue Resolution on Ariba Integration Issues where the source of the issue is determined to be at the Ariba Level	I, C	R, A	N/A
Issue Resolution on Ariba Integration Issues where the source of the issue is determined to be at the ERP Level	R, A	I, C	N/A
Enhancements on the Ariba Level that might have an effect on the integration at the ERP Level	I, C	R, A	N/A
Enhancements on the ERP Level that might have an effect on the integration at the Ariba Level	R, A	I, C	N/A
ERP Issues/Enhancements that are not related with Ariba Integration.	R, A	N/A	N/A
ERP Scheduled System Maintenance/Downtime	R, A	I	N/A
Incident Management			
Define Incident escalation procedures	R, A	R	N/A
Initiate incident resolution, prioritize, assign resources	C	R, A	N/A
Escalate / route incidents as necessary according to procedures	I	R, A	N/A
Determine incident resolution or work around solution	I	R, A	N/A
Coordinate Incident Resolution with 3rd Parties where required	I	R, A	N/A
Test incident resolution or work around solution	C	R, A	N/A
Implement incident resolution or work around solution	C	R, A	N/A
Track incident resolution progress	I	R, A	N/A
Notify Level 1 Help Desk of resolution	I	R, A	N/A

Close incident tickets	I	R, A	N/A
Problem Management			
Analyze incident trends to determine problems	R, A	I	N/A
Initiate problem resolution, prioritize, assign resources	R, A	C	N/A
Escalate / route problems as necessary according to procedures	R, A	C	N/A
Conduct root cause analysis and identify resolution	R, A	I	N/A
Identify problem solutions requiring change orders to be raised	R, A	C	N/A
Coordinate Problem Resolution with 3rd Parties where required	R	A	R/I
Test problem resolution	R, A	I	R/I
Implement Problem Resolution	R, A	C	N/A
Track problem resolution progress	R, A	I	N/A
Verify problem resolution	R, A	I	N/A
Close problem tickets	R, A	C, I	N/A
Notify Level 1 Help Desk of known problems/incidents	R, A	I	N/A
Work Request			
Define work request escalation procedures	R, A	R	N/A
Initiate work request resolution, prioritize, assign resources	C	R, A	N/A
Escalate / route work request as necessary according to procedures	I	R, A	N/A
Analyze work request and determine resolution or work around solution	I	R, A	N/A

Acquire approval to proceed with the fulfilment of the work request, as necessary	I	R, A	N/A
Approve work request, as necessary	R, A	I	N/A
Coordinate work request resolution with 3rd Parties when required	I	R, A	N/A
Test work request resolution or work around solution	C	R, A	N/A
Implement work request resolution or work around solution	C	R, A	N/A
Track work request resolution progress	I	R, A	N/A
Notify Level 1 Help Desk of resolution	I	R, A	N/A
Verify work request resolution	R, A	I	N/A
Close work request tickets	I	R, A	N/A
Release Management			
Manage Release Upgrades	I	I	R, A
Provide Release Notes for upgrades	I	I	R, A
Send maintenance notification before and after upgrades	I	R, A	I
Perform Impact Analysis of upgrades (defect fixes and enhancement)	I	R, A	C
Perform regression testing after upgrades	C	R, A	I
Share test results as necessary	I	R, A	I
Application Monitoring Related to Ariba			
Define Monitoring Procedures	I	R, A	N/A
Perform Interface Monitoring	I	R, A	N/A
Provide Daily Monitoring results	I	R, A	N/A
Analyze monitoring results and determine errors	I	R, A	N/A

Initiate monitoring errors resolution, prioritize and assign to resources	I	R, A	N/A
Escalate/route monitoring errors as necessary according to procedure	I	R, A	N/A
Open proactive incident ticket in case of alerts	I	R, A	N/A
Coordinate monitoring errors resolution to impacted parties	I	R, A	N/A
Follow up incident tickets until resolution	I	R, A	N/A
Change Management			
Identify scope change, addition, or deletion	A	R	N/A
Agree to record and log change request	A	R	N/A
Log change into the agreed repository to progress	I	R, A	N/A
Perform and complete change impact analysis and risk review	I	R, A	N/A
Review risk and impact analysis, schedule and approve change.	C	R, A	N/A
Review and approve change and its implementation schedule and required resources where required.	R, A	I	N/A
Execute quality checks on built and tested changes	I	R, A	N/A
Share test results	I	R, A	N/A
Review and sign off test results	R, A	I	N/A
Implement change during agreed timeframe	I	R, A	R
Implement change or execute test cases when needed	R, A	I	N/A
Send maintenance notification before and after change implementation	I	R, A	N/A
Perform post implementation review of the change	I	R, A	N/A
Sign off on implemented change where required	R, A	I	N/A
Close change request	I	R, A	N/A

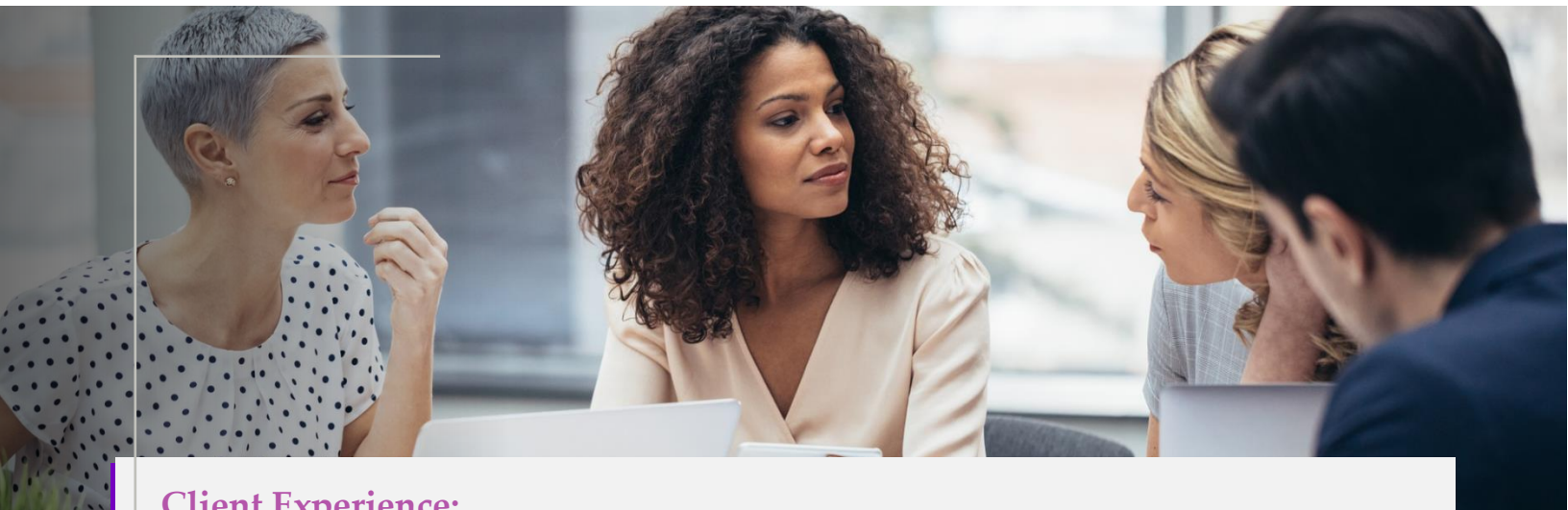
Table 19: RACI – illustrating the typical responsibilities between the Participating Entity, Accenture, and SAP Ariba for Application Maintenance Services.



1.10.3 Continuous Improvement

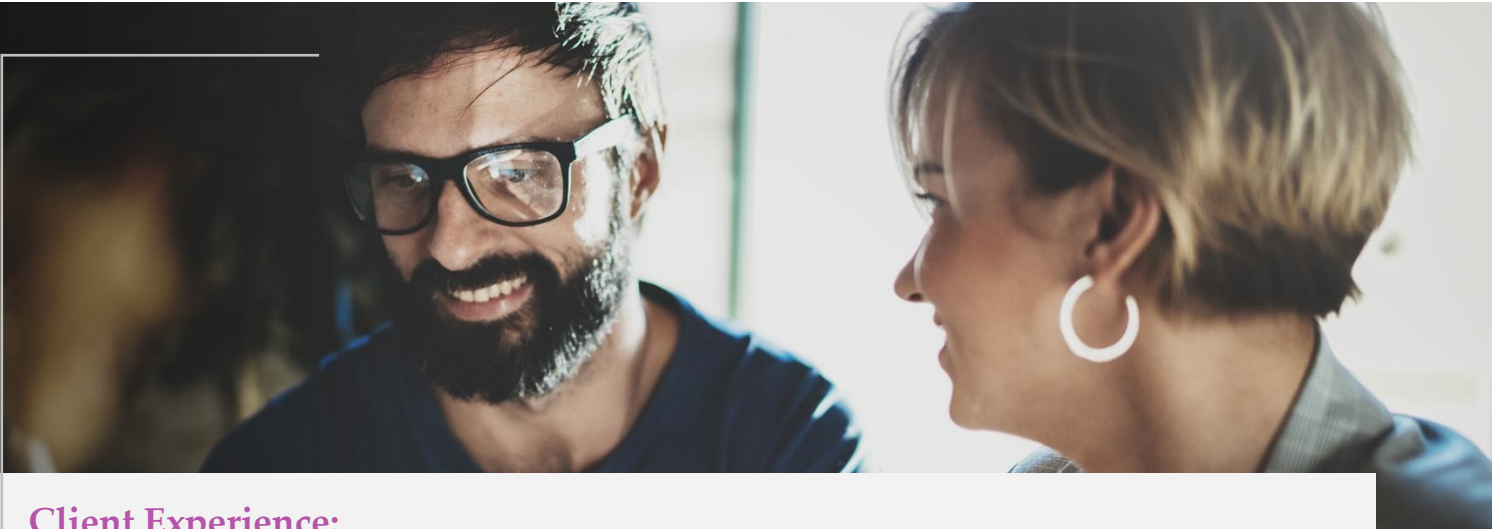
Accenture fosters a culture of innovation and continuous improvement. As a practice, it is not an addendum to the work we do—it is baked into how we operate and the solutions we deliver. Accenture's Continuous Improvement process drives sustained value and performance improvement for our clients and aims to deliver continual improvement of service excellence (quality, cost) and technological advancement.

The Accenture QA process includes a quarterly review of the client engagement conducted by a certified QA Director. The QA Director is an Accenture Team member with experience and exposure to various eProcurement client engagements. They are an important part of confirming quality outcomes for the Participating Entity and its stakeholders. The QA Director will meet with the Entities' key leadership to understand and document requirements for the Program's success, current and desired initiatives, and issues or areas of improvement. The QA Director will document and inform both the Accenture Executive Sponsor and client Program Director of the desired initiatives and provide guidance on corrective actions.



Client Experience:

Continuous improvement of system utilization (Large State): Together, Accenture and the Department (State) implemented a multi-faceted, phased enterprise initiative for all agencies to fully utilize the eProcurement system, increasing the Department spend under management, providing greater spend visibility, and increasing the cost savings and efficiencies generated from using the system. Accenture provided direct support to agencies throughout utilization preparation and enablement, supporting many meetings and trainings for agencies. Together, we achieved full system utilization in 2014. We have continued to improve our utilization support through critical program feedback gathered from round table meetings and annual customer satisfaction surveying, which have driven outreach initiatives, the development of new utilization support training materials, and concerted efforts to improve utilization in key areas.



Client Experience:

Continuous improvement of code standardization (Large State): In FY2013-14, we successfully implemented standardized UNSPSC commodity codes, allowing for enhanced spend analytics and reporting and improved management of future code changes. The initiative involved extensive collaboration with the Department, the Department of Financial Services (DFS) for object code mapping, and the development of communications and training materials for agency users. Collaboration with DFS continued in FY2014-15 with a successful initiative to standardize object codes across agencies. Since then, we have instituted an annual process to collaborate with key agency stakeholders to determine which new commodity codes to enable to meet agency business needs and provide continued training support for agency customers and vendors.



1.10.4 Managing Security functions

Defense in Depth

Accenture's security services practice has been serving clients for more than 20 years, and we have delivered some of the world's largest, most complex security solutions. We take a defense-in-depth approach to security, so no single control can be compromised to allow a breach, while also addressing the standards and policies' fundamental requirements. The organizing concept of effective data security is the layered security model. We believe an easily serviceable, cohesive system of layered access controls is required to defend sensitive data from internal and external information security threats.

Starting with role based access control, Accenture can help design the functional roles with the concept of Least Privilege and Segregation of Duties in mind to ensure users only access data that is appropriate for their specified business function, avoid any conflicts of interest, and reduce the likelihood of fraud. This will be a critical function to secure the Ariba platform and the client's data.

Additionally, Accenture has an established and hardened information security standards and policies that we can utilize to configure the Ariba application unless the Department specifies an alternative security policy. This includes, but is not limited to, security administration configurations such as requiring all users to have a unique user ID and password, password length and complexity, session timeout and termination, multifactor authentication, password ageing and incorrect password lockout threshold.

SAP Ariba Management and Monitoring

SAP Ariba's information security is focused on assessing risks to the confidentiality, integrity, and availability of protected information and applying controls to manage those risks.

The SAP Ariba Information Security Team performs an annual formal risk assessment to identify, quantify and rank key risks. The risks identified during this assessment are treated with security controls and serve as inputs to the SAP Ariba Strategic Planning process to promote sound security management.

Like Accenture, SAP Ariba uses a variety of overlapping administrative and technical controls to provide "defense-in-depth," such that if a single control should fail, another control will prevent, mitigate, or detect the security event. Additionally, their systems development lifecycle includes reviews and approvals at multiple phase exit milestones before release to production. All cloud service components and other applications, such as web server software, monitoring tools, and deployment tools, can be released and distributed together or independently by following SAP's lifecycle methodology.

In addition to rigorous management practices, SAP Ariba uses continuous monitoring to manage assets and mitigate risk. A dedicated team performs 24/7/365 real-time monitoring of over 30,000 signals that track network traffic, firewall and IDS alerts, processes, system messages and warnings, application status, transaction status, and more. SAP Ariba has Security Information and Event Management (SIEM) systems to alert, monitor, analyze, and verify potential security attacks on and technical disruptions of SAP's Cloud and Corporate environment. All critical systems and infrastructure components within the SAP Cloud need to log relevant data, which is stored for a minimum of seven months (exactly 201 days).

This is enabled via the security configuration compliance checks and event monitoring across the complete service stack. General security monitoring is performed 24/7 for all activities. Resulting warnings and alerts are processed via ticketing system and critical events are handled according to the security incident management process.

Approach to Client Data Protection (Onshore and Offshore)

Through our experience Accenture has developed strict controls to protect intellectual property and client sensitive data. Accenture will work with Participating Entity to implement additional controls as needed.

Security Controls in place:

- Communication and collaboration through the industrialized delivery framework and latest technology infrastructure
- Mandatory Security Trainings
- Production data: would not be used in development or test environments without explicit permission of the data owner.
- Logical Access Control: Application follows the principle of least privilege or on a need-to-know basis.
- Authorization Procedures are in place to make sure that only the approved version of the code/data/configurations will be deployed to the right regions.
- Integrated Security Governance Framework
- Desktop and Enterprise Firewalls
- Network Intrusion Detection Systems (IDS)
- Desktop and server antivirus systems
- Encrypted file system
- Infrastructure Security baselines
- Audit and Logging for all critical devices
- Firewall and IDS Monitoring and Management
- Security Incident Management and Response
- Certified Professionals – CISM, CISSP, CISA, CBCP, CHSS
- Dedicated Information Security & BCP workforce
- Auditing and Monitoring
- All desktops and laptops are provided with FileVault2 Encryption (AES 256) or BitLocker (AES 256) which is installed as part of the basic workstation image and is used to encrypt all local drives.
- Email solution (Microsoft Exchange) uses Digital Certificates for email encryption using SHA2-RSA 2048-bit keys.
- Transport Layer Security (TLS) encryption for emails between the client and Accenture domains.

1.11 Organizational Change Management (OCM) Services

Proposals must identify the specific eProcurement solutions that are supported for the OCM services. Proposals must meet the same requirements identified in the Implementation OCM Services in Section E., 6. above.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the OCM Services objectives and requirements.

Response:

Our proposed organizational change management approach is detailed in section 1.6 Organizational Change Management, and detailed Training Approach is described in response to question 1.7 Training Services.

The Change management methodology, people centricity, approach to designing effective training material remains the same across the System Implementation and Managed Services.

In the Managed Services phase, the Change Management and Training deliverables developed by Accenture during the System Implementation phase will be constantly updated based on the enhancements and changes developed during the Managed Services phase.

It is assumed that the development team will have access to the client system implementation team and the business teams on a regular basis for content reviews and query resolution. The system implementation team will be responsible for creating the data sets required for creation of the simulations within the training material and the system will be made available to the Managed Services training development team in a timely manner.

1.12 Training Services

Proposals must identify the specific eProcurement solutions that are supported for the training services. Proposals must meet the same requirements identified in the Implementation Training Services in Section E., 7. above.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Training Services objectives and requirements.

Response:

Our training approach provides the framework for communicating, managing, and preparing for change during implementation and into post-go live when stakeholder's need for training and communications change. While Accenture has proven ability to implement new or migrate existing eProcurement solutions, the transition to a new eProcurement Solution will require some level of change and we do not take that lightly. We will work together to explore emerging needs, new visions, and to understand stakeholders' challenges so we can address them through effective support, training, and communications.

In the Managed Services phase, the Training deliverables developed by Accenture during the System Implementation phase will be constantly updated based on the enhancements and changes developed during the Managed Services phase. The approach and methodology for training is same as described in response to section 1.7 Training Services. The staff required for training during managed services phase will be onboarded based on the actual needs from the Participating Entity.

It is assumed that the development team will have access to the client system implementation team and the business teams on a regular basis for content reviews and query resolution. The system implementation team will be responsible for creating the data sets required for creation of the simulations within the training material and the system will be made available to the Managed Services training development team in a timely manner.

Typical activities in scope are –

- Template design of PPTs and modules components designs
- Build activities of Training materials
- Creation of workplan
- Two cycles of review and feedback
- Updates to web-based training modules without voice over

1.13 Catalog Support Services

Proposals must identify the specific eProcurement solutions that are supported for the Catalog Support services. Proposals must meet the same requirements identified in the Implementation Catalog Support Services in Section E., 3. above.

Response requirement:

- **RTM:** N/A
- **Inline Narrative:** Bidders must provide a detailed narrative response that describes meeting the Catalog Support Services objectives and requirements.

Response:

Accenture will provide maintenance of items, prices, and vendor contract information for catalogs to allow eligible users to purchase from statewide agreements. We will deliver high quality and timely catalog additions, updates, and deletions in accordance with the Scope of Services and SLA that we agree with the Participating Entity. We will continue to use our effective and proven methodologies to work with vendors in gathering appropriate catalog data, normalizing, implementing the catalog/establishing connectivity to the punch-out, staging and testing the catalog for completeness and accuracy, and making it available for use.

Our Change Lead in coordination with our Catalog Management Team, will create and deliver training to State Purchasing and Vendors regarding the processes for eInvoicing and catalog enablement. We will also communicate with vendors that are awarded a contract(s) by the State on the recommended catalog solution. Our catalog management solution will always focus both on maximizing catalogs availability and on supporting increased utilization by agency customers of the catalogs available in the SAP Ariba solution.

1.14 Help Desk Services

Proposals must identify the specific eProcurement solutions that are supported for the Help Desk services. Proposals must meet the same requirements identified in the Implementation Help Desk Services in Section E., 7. above.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Help Desk Services objectives and requirements.

Response:

Accenture has been supporting government eProcurement service desks for over 20 years in two large State governments. The yearly averages per state of our support services includes:

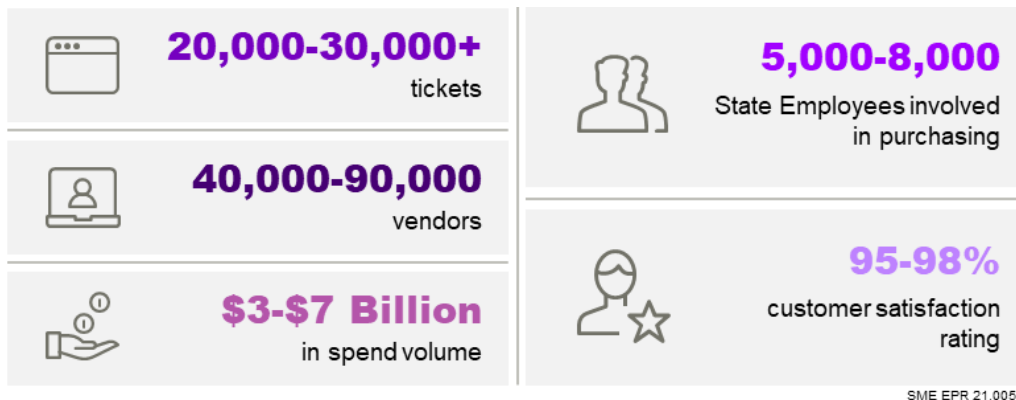


Figure 44. Accenture has been supporting government projects and has the experience in supporting eProcurement Service Desks

Accenture proposed help desk approach supports a model where the Participating Entity be responsible for Level 1 support while Accenture manages Level 2 and Level 3 escalations. It is generally the most cost-effective option to use the Participating Entity's existing infrastructure. Accenture Level 2 & 3 resolvers will leverage the existing ticketing system to avoid duplication or costly integrations. The Accenture support team will also work with Level 4 support from SAP Ariba to prioritize, add context and help them replicate and resolve issues.

However, if a Participating Entity wishes to explore Accenture managing the Level 1 support, we do have capabilities including setting up ticketing and IVR systems.

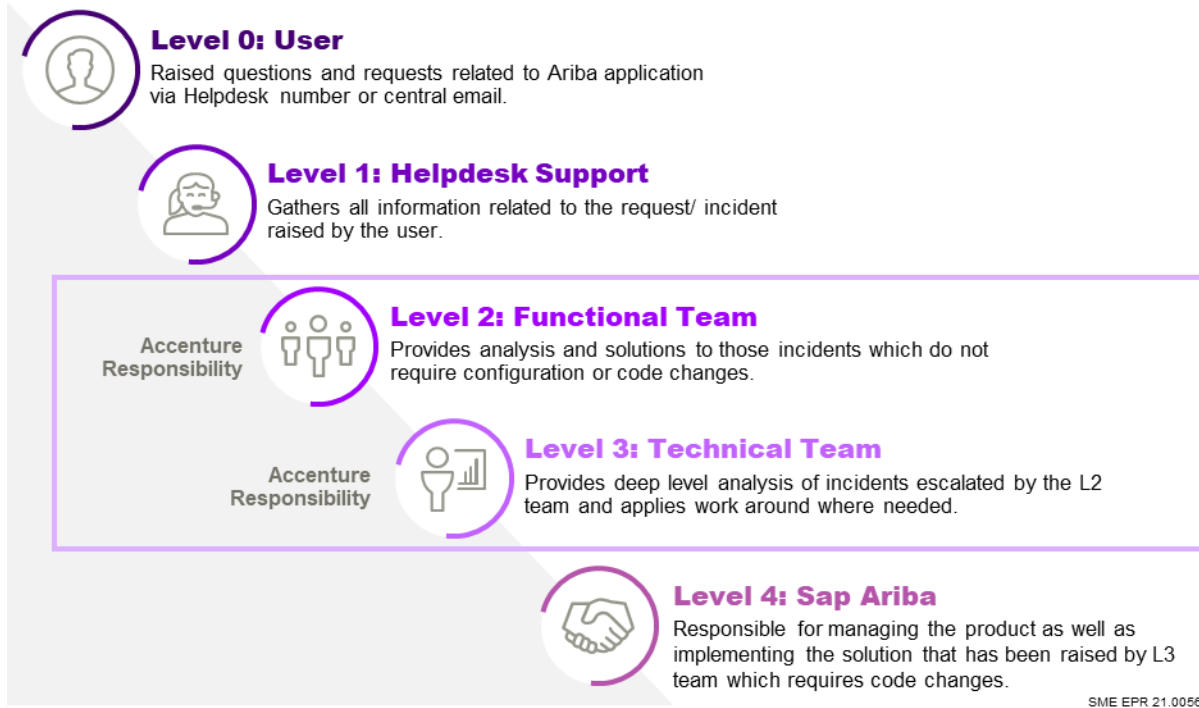


Figure 45. Intelligent Application maintenance services – Support Model illustrating the scope of Level 2 and Level 3 support services.

A more detailed depiction showing responsibilities for each Level of support is shown in Figure 41.

 Level 0	• How to/where to request • Request for Change • PO/GR delivery question	• Master Data Request • Processing Request • Access Request	• Supplier Inquiry • Application Errors • Other application queries
 Level 1	End-user support: • Entry point for all requests • FAQ/General Support • Ticket creation		
 Level 2	Application Support • Provide first level analysis of system related issues • Management of aging and escalated incidents • Management of Approval Workflow	• Provide information on different transaction states • Perform Processing of Rejected Approval • Perform Delegation set-up/Reassignment • Perform Application Monitoring	
 Level 3	Application Maintenance • Provide deep technical analysis of the system • Provide resolution and execute workaround • Provide adhoc reports based on request • Perform data loads	Application Development • Perform Change Request Assessment • Provide Change Request Estimates • Perform Vendor Release Assessment and Testing • Perform Configuration Changes	
 Level 4	Software Vendor • Resolve software product bugs • Respond to SAP Ariba cases logged and provide resolution • Deliver minor/major product releases • Perform product enhancement	• Resolve SAP Ariba related issue • Provide SAP Ariba related information	

SME EPR 21.0057

Figure 46. High-level roles and responsibilities across different levels of support.

The Scope of Accenture's Application Management Support (AMS) services include incident management, work request (i.e. catalog, data loads), release management, change support, application monitoring (non-SaaS supporting solutions) and problem management as detailed in Figure 42. This Procurement and IT support team will allow the Participating Entity to focus on adding value to their eProcurement program while Accenture maintains the staff with SAP Ariba expertise to resolve the day-to-day issues. The AMS team would be able to assist the Help Desk in building out answers to Frequently Asked Questions (FAQs) and through continuous improvement help reduce the time spent resolving customers issues.

Service Item	Description	In-scope Activities
 Incident Management	Service restoration to the users, by processing incidents as quickly and efficiently as possible according to agreed KPIs, and to reduce the impact on business operations.	• Incidents analysis and resolution • Escalation process for Incident resolution • Incident hand-over and 3rd party handover where needed • User and helpdesk clarifications
 Work Request Management	Requests that are not incidents such as data load requests (preparation and testing), report requests, and “how-to do” requests.	• Simple data uploads or configuration such as: – User delegation – Add/remove/update of master data for testing purposes • Addressing, “how to questions?”
 Release Management	Assess, verify, validate and support SAP Ariba patch releases and enhancement releases including hot fixes.	• Analyze and test new releases of SAP Ariba • Impact analysis and validation testing for deployment.
 Change Management	Managing, implementing and reviewing of changes to the application. It details out the process flow of a change request (CR) starting from creation, review, to closure.	• Raising change request and tracking approvals • Designing (with assistance from Client), configuring, testing, and deploying of the change request
 Application Monitoring	Monitoring application health, jobs, interfaces, and transactions to determine potential issue or risk in the application.	• Proactively address transaction and interface failures • Communication of status / analysis • Applying workarounds where applicable

SME EPR 21.0058

Figure 47. Description of scope of services.



1.14.1 Location and staffing

Level 2 and Level 3 support is generally managed out of the Accenture Manila service center working during the Participating Entity's normal business hours. Our Manila center has experienced SAP Ariba practitioners and has been supporting the platform for over 15 years. Level 2 and 3 support could also be managed out of our Nashville Advanced Technology Center (ATC). The pricing we have provided in our response assumes the Manila location.

If Level 1 support is needed, this support could be staffed at one of our various North America or Offshore technology centers. Accenture also has experience sitting Level 1 helpdesks, at the request of the customer, at a local Accenture office in close proximity to the government client offices.



1.14.2 Participating Entity responsibilities and staffing recommendations

As outlined in above, Accenture recommends that the participating entity be responsible for Level 1 helpdesk support. We will work with the Participating Entity to determine the appropriate number of resources based on call and ticket volumes.



1.14.3 Operating procedures

Level 2 Service Desk Specialists will provide on-demand support to Level 1 specialists to reduce the need for escalation when possible. Tickets escalated to Level 2 specialists will be resolved or escalated to the Level 3 level or the Participating Entity within **an agreed upon number of** business days. Inquiries escalated to Level 3 will be handled by the Operations Management Team and will be resolved, escalated to the Participating Entity, or categorized as a system fix (i.e., System Investigation Request) or change request.



1.14.4 Systems and tools utilized to provide services including phone, chat, and ticketing systems

Leveraging the Participating Entity's existing tools is generally the most cost-effective option. However, Accenture has the following tools available in the event that they are contracted for Level 1 support:

- IVR systems
- Call management systems
- Necessary hardware
- Contact center management and communication tools
- Customer support utilities
- Desktop support tools
- Remote work capabilities
- Service desk training and knowledge base



1.14.5 Performance metrics tracking and reporting

We will conduct internal weekly quality reviews and report on:

- Previous weeks tickets
- Compile opportunity areas
- Feedback trends
- Areas needing Help Desk training



1.14.6 Issue analysis, tracking, and reporting

In the case of Level 1 support being contracted to Accenture, the Accenture service desk will track and report on inquiries related to:

- # of service requests
- Problem reporting of agency/department functional issues
- # vendor functional issues
- Application and technical issues
- Change requests



1.14.7 Customer satisfaction tracking and reporting

In the case of Level 1 support being contracted to Accenture, the support service desk leadership gathers real-time visibility into customer satisfaction through surveys gathered at the time of ticket close. This allows us to easily monitor and immediately address negative feedback. Additionally, we would provide monthly overall satisfaction metrics to the Participating Entity via SLE reports.



1.14.8 Option/approach to transition to a Participating Entity Help Desk operation including training of Participating Entities Help Desk resources

In the event that help desk support is transitioned fully to the Participating Entity, Accenture would create a knowledge transfer plan that would be reviewed with the participating entity.

The Transition Plan will include at a minimum,

- Responsibilities by resource for operational support during the Transition Services period,
- A list of detailed documentation about the technical infrastructure and applications to be provided during the Transition Services period to support ongoing support and maintenance of the project,
- A workplan for each stage of the Transition Services,
- Plans for coordination and transition of specific responsibilities from Accenture to client,
- A list of operational statistics to be provided during the Transition Services period, including resource consumption, system performance, and application activity in both aggregated and trended forms, and
- An inventory of third-party products for which the licenses will be transferred from Accenture to the client if necessary.

More specifically, the following areas will be addressed in the Transition Plan, likely to be completed in this order, for transition from Accenture to the Participating Entity:

- Knowledge and Process Transition
- Telecommunications Infrastructure Transition
- Call Tracking Tool Transition
- Operations Transition

This plan will be reviewed and agreed to by the participating entity program lead\ and Accenture program leadership.

1.15 Transition Out Assistance Services

Bidders must, at the Participating Entity' request, provide services to facilitate the orderly transition to a new service provider. Transition Out Assistance services would commence as follows:

- No less than one (1) year prior to expiration of this Participating Entity agreement or on such earlier date as the Participating Entity may request; or
- Upon notice of Participating Entity agreement termination/partial termination; or
- Upon notice of non-renewal of the Participating Entity agreement.
- Upon commencement, Transition Out Assistance services will continue for a period of up to six (6) months.

Proposals must include the following:

- Provide assistance, cooperation, and information as is reasonably necessary to help enable a smooth transition of the applicable services to the Participating Entity or its designated service provider.
- Provide information as the Participating Entity may reasonably request relating to the number and function of each of the Contractor personnel performing the services.

- Transfer Participating Entity-owned data, information, deliverables, work products (WP), documentation, etc.
- Identify any dependencies on the new service provider necessary for the Contractor to perform the transition out assistance services.
- Assist the Participating Entity in the identification of significant potential risk factors relating to the transition.
- Assist the Participating Entity in designing plans and contingencies to help mitigate identified risks.
- Submit a transition plan, for approval by the Participating Entity, which includes a timeline for successfully completing the transition out assistance services.
- Provide a schedule and plan for Contractor's return to the Participating Entity of (i) the Participating Entity service locations then occupied by Contractor (if any), and (ii) the Participating Entity confidential information, the Participating Entity data, documents, records, files, tapes and disks in Contractor's possession.

Response requirement:

- **RTM:** N/A
- **Inline Narrative:** Bidders must provide a detailed narrative response that describes meeting the Transition Out Assistance Services objectives and requirements.

Response:

Accenture will strive to make any transition a straightforward and collaborative process. The ultimate objective is to efficiently transition knowledge to the Participating Entity or new service provider for high-quality, uninterrupted system operations and end-user support. If the agreement with Accenture is terminated or not renewed, Accenture would create a knowledge transfer plan that would be reviewed with the participating entity and/or designated service provider. This plan would consist of:

- Participating Entity organization chart
- Project terminology and abbreviations
- Accenture organization chart
- Agency information, including client contact information
- Vendor information, including Accenture leadership information (e.g., program manager, program director, quality assurance)
- Topics- knowledge that target audience/resource needs to know
- Dependencies- any dependencies across project areas
- Resource transition plan that includes shadowing, on-the-job training plans, and pre-acceptance
- Transition of roles and responsibilities corresponding to the existing organization chart
- Mode of Knowledge Transfer (KT) - describes how the KT will be done
- Primary Contact- Accenture and Incoming Vendor contact resource for the topic
- Estimated hours- estimated time effort to complete each item/task
- Planned dates- expected date that the item will be started/completed (to be completed by the appropriate lead)
- Planned duration- estimated hours to complete the topic (to be completed by the appropriate lead)
- Actual dates- actual dates that the item started/ completed (to be completed by the incoming vendor)
- Actual duration- actual hours burned in the completed topic
- Status- status of the transition for each topic
- Document/ reference location- contains the location of the files for each topic

This plan will be reviewed and agreed to by the participating entity project lead, the Incoming Vendor lead and Accenture project leadership.

During transition, we will cooperate with and support the Participating Entity and/or new service provider's approach, addressing reasonable demands and requirements to help facilitate an effective handoff. As required, we will provide structure, visibility, plans, processes, manuals, and guidelines, lists of equipment

and assets, operations schedules, service metrics, and program deliverables to complete the transition quickly and effectively in the requested timeframe.

G. Other Available Services

Bidders are to identify and provide details on any additional services that will be available to Participating Entities.

Response requirement: OPTIONAL

- RTM: Tab 7, MNGD-1

- Inline Narrative: If responding to this section, Bidders must provide a detailed narrative response that describes any other available Services. Bidders must indicate if any of the additional services are at an additional cost and identify those in the cost workbook (reference "Innov, Value-Adds, Addl Svc" Tab).

Response:

Accenture brings Procurement Transformation capability

Accenture has helped our clients carve out the right strategy and build a roadmap for public sector IT Procurement transformation. We have enabled the users to adopt the new systems seamlessly by bringing in user-centric training methods. Right from Strategy, assessment, creating a roadmap, project management to implementation through support, Accenture delivers value. All the features described in this section are available at an additional cost. The rate card for these roles (services) are included in Tab 3. Hourly Rate Card Pricing of the Cost Proposal Workbook.

Should a Participating Entity need a partner to help in the end-to-end assessment, roadmap, design and transformation, Accenture would be your partner of choice. Figure 48 illustrates our end-to-end procurement services capability that we can bring.

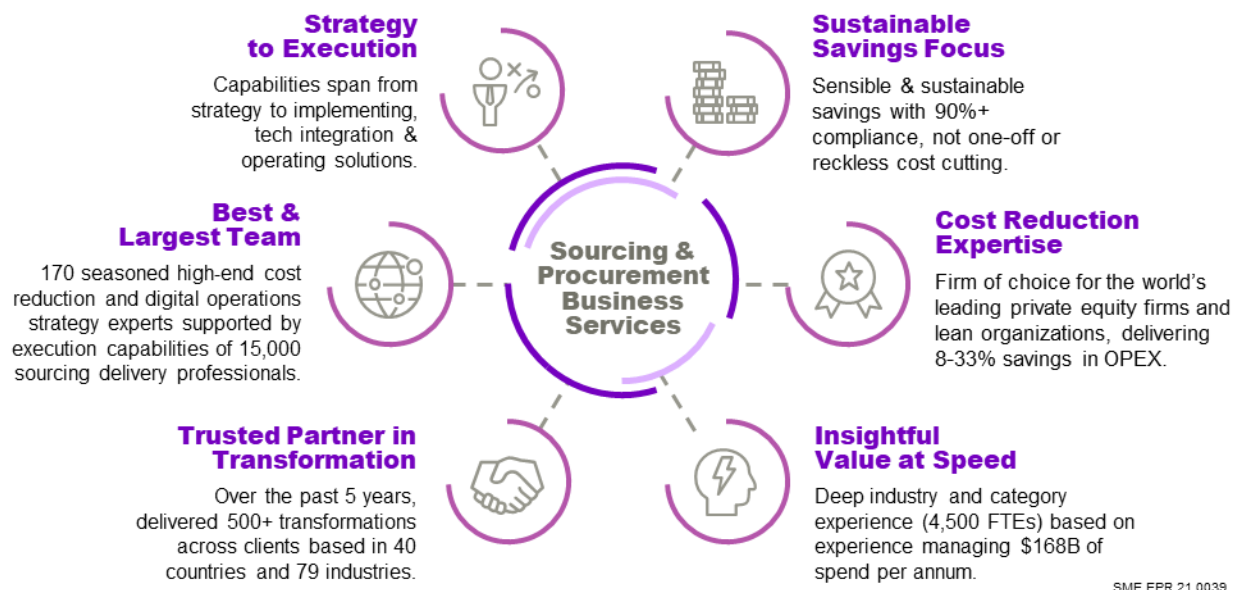


Figure 48. Accenture helps our clients reshape their procurement capabilities.

Figure 49 illustrates the Accenture approach to delivering new Procurement experiences to our clients.

Today's Value Levers How Accenture Delivers

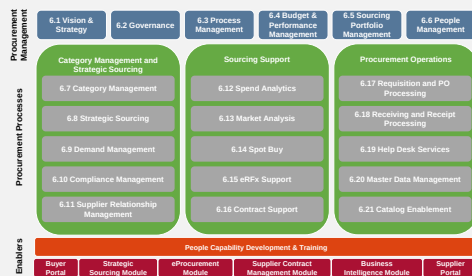


Figure 49. Accenture is shaping the re-invention of procurement organizations.

Our capabilities include,

- **Rapid procurement assessment** - Assessing the organization's procurement function across the people, process, technology, and policy dimensions to identify opportunities for improvement.
- **Digital procurement operating model** - Designing and deploying new processes and technology to transform how procurement operates.
- **Procurement organization model** - Designing and implementing a procurement organization and workforce with the right skills and capabilities to deliver the new operating model
- **Closed loop spend management** - Lowering the total cost of goods and services through proactive management of spend.
- **Supplier relationship management** - Mitigating supply and price risk, as well as maximizing supplier performance and innovation.
- **Procurement analytics** - Analyzing data to provide new insights to better inform decision making and drive sustainable value.

Accenture brings a collection of tools and assets to each Procurement project. Some of these tools help us hit the ground running, while others help us to be more comprehensive and develop deeper insights within a short timeframe. Table 20 provides several examples of assets and accelerators that we could bring.

ASSET / ACCELERATOR**DESCRIPTION AND HOW IT CAN BE USED****Procurement Operating Model**

Contains an integrated set of processes and capabilities that procurement organizations need to successfully address their stakeholders' requirements based on Accenture's research and experience helping clients transform their procurement functions. This includes detailed process flows and responsibility matrices.

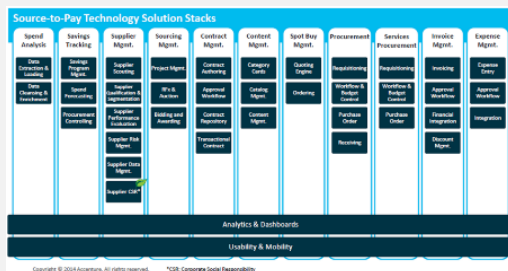
Our procurement operating model could provide a baseline for analyzing a Participating Entity's procurement function and serve as a blueprint for designing the future procurement operating model to incorporate leading practices.

Procurement Maturity Assessment

ID	Capability	Process	Questions	Answer
1	Strategic Management and Budgeting	Category Management	Is there an overall sourcing plan for the City?	
2	Strategic Management and Budgeting	Category Management	Has a strategic plan for each category been implemented?	
3	Strategic Management and Budgeting	Category Management	Is the strategic plan for each category developed on a long term (3 year) basis?	
4	Strategic Management and Budgeting	Category Management	Is the strategic plan for each category revised yearly?	
5	Strategic Management and Budgeting	Category Management	Are buyers assigned to a specific set of categories?	
6	Strategic Management and Budgeting	Category Management	Do end users advise and inform the category planning process?	
7	Strategic Management and Budgeting	Category Management	Is there a single point of accountability for each category?	
8	Strategic Management and Budgeting	Category Management	Is planning for strategic sourcing performed in collaboration with key business process owners?	
9	Strategic Management and Budgeting	Procure to pay strategy	Is the procure to pay process enabled with technology and automated workflows?	
10	Strategic Management and Budgeting	Procure to pay strategy	Is there uniform, consistent, and accurate data exchanged across each step in the procure to pay business process?	
11	Strategic Management and Budgeting	Procure to pay strategy	In your department or city wide, does the procurement function interface with the payment function without the need for manual intervention?	
12	Strategic Management and Budgeting	Procure to pay strategy	Is there one agreed procure to pay process in use across your department and/or the City?	

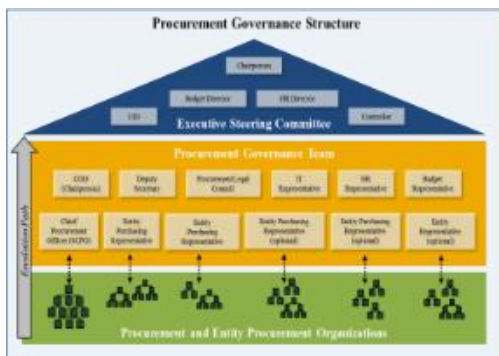
Provides specific questions and evaluation criteria to help quickly compare an organization's procurement function to leading practices.

Our procurement maturity assessment could be used to help estimate the current level of maturity across multiple dimensions and prioritize focus areas for transformation.

Procurement Technology Framework

Provides a supplier-agnostic framework that defines procurement technology capabilities, and includes additional detail associated with each capability.

The procurement technology framework could provide a Participating Entity with a comprehensive structure to evaluate procurement technology capabilities and solutions within the marketplace to help identify best-fit solutions.

Organization Models and Governance Structures

Provides organizational models along a continuum from decentralized to centralized approaches and governance structures for the procurement function that include responsibility matrices.

These models could provide leading practice standards and options to help select the best-fit organizational model and governance structure to help achieve targeted outcomes.

Procurement Scorecard

Financial			Customer		
Key Metric	Unit	Cycle	Key Metric	Unit	Cycle
Total Realized Strategic Sourcing Savings	\$	Monthly	Customer Satisfaction	%	Yearly
Total State Agency Statewide Agreement PO \$	\$	Monthly	Vendor Satisfaction	%	Yearly
Total State Agency Statewide Agreement PO \$ as a % of Total PO \$	%	Monthly	Total Non-State Agency Statewide Agreement Spend	\$	Monthly
Contract PO \$ as a % of Total PO \$	%	Monthly	State Purchasing Website Visits	#	Monthly
Single Source PO \$	\$	Monthly	Complaints About Vendors	#	Monthly
Transaction Fee Revenue	\$	Monthly	Vendor Protests	#	Monthly
			% Completion of Quarterly Business Reviews with Strategic Vendors	%	Quarterly
Operations			People & Organization		
Key Metric	Unit	Cycle	Key Metric	Unit	Cycle
Average Request to PO Cycle Time	Days	Monthly	Procurement Employee Satisfaction	%	Yearly
Average Invoice to Check Cycle Time	Days	Monthly	Mandatory Training Completed	%	Quarterly
eProcurement Spend as a % of Total Spend	%	Monthly	Position Changes	%	Quarterly
Monthly Vendor Awards as a % of Total Awards	%	Monthly	Turnover Rate	%	Quarterly
Average PO Size	\$	Monthly	Vacant Positions	%	Quarterly
Vendors Receiving POs	#	Monthly	High Performing Employees	%	Yearly
P-Card Spend as a % of Total Spend	%	Monthly	Agency Managed Spend per Procurement FTE	\$	Quarterly
Catalog Utilization	%	Monthly	Procurement FTEs	#	Quarterly
eInvoice Utilization	%	Monthly			

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Provides a set of key performance indicators (KPIs) across financial, operations, customer, and people components. This includes control plans that provide details on how to calculate each KPI, what are the target thresholds, and what actions need to be taken by whom when actual performance falls below established thresholds.

This asset could help a Participating Entity more effectively monitor and manage the health of its procurement function.

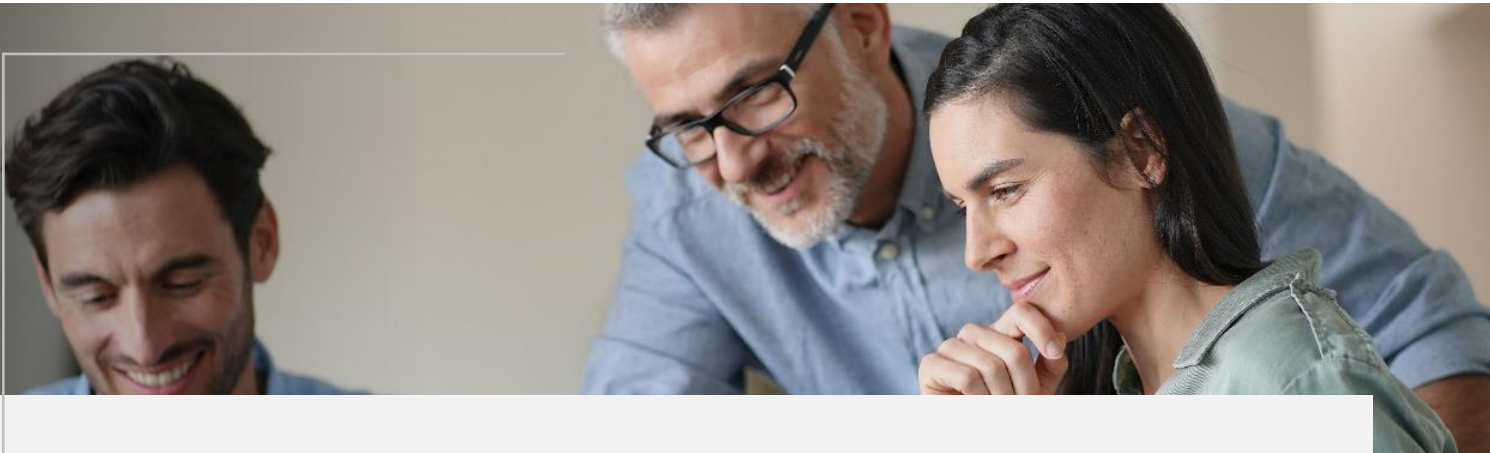
Procurement Competency Model

	Professional Skills										Technical Skills									
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Business Acumen																				
Communication																				
Contract Management																				
Cost Management																				
Cross-Functional Collaboration																				
Customer Relationship Management																				
Decision Making																				
Financial Management																				
Information Management																				
Leadership																				
Legal & Compliance																				
Project Management																				
Procurement Process																				
Procurement Strategy																				
Relationship Management																				
Risk Management																				
Supplier Management																				
System Management																				
Team Management																				
Training & Development																				
Vendor Management																				
Workforce Management																				

Contains the procurement, professional, and technical skills that are common across procurement roles, including target proficiency levels by skill by role.

Coupled with our skills assessment survey asset, this model can help estimate the current skills of the procurement workforce and prioritize any gaps between target and current proficiency levels to effectively focus limited training resources.

Table 20. Accenture brings market-tested assets and accelerators that can help Participating Entities achieve their targeted outcomes with increased certainty and pace.



Client Example: Global Insurance Company: Transforming Source-to-Pay through Intelligent Operations

Challenge: A global insurance provider had grown over the years through a series of mergers and acquisitions. Procurement was operating with inefficient processes, legacy systems, and a lack of visibility to spend. The company was spending \$1.4 billion on third-party vendors annually and procurement had limited influence on that spend.

Without a central procurement platform for stakeholders to use or policies in place to use preferred vendors, about 350 new suppliers were being added each month, with only 5% purchase order compliance. In order to optimize this, the company set out to transform its source-to-pay (STP) operating model, improve the platform user experience, and enable the organization to deliver on cost reduction targets.

Impact on people and culture: From a user perspective, the procurement process was simplified and automated, reducing frustration and saving time for employees to focus on more strategic tasks.

Together, the company and Accenture next designed, built and deployed the SAP Ariba cloud e-procurement system. This automated many parts of the procurement workflow, including purchase orders and invoices, while delivering an easy-to-use experience. A new purchasing policy was established, and communication tools were used to train employees.

Compliance also improved, not only regarding purchase orders, but also using preferred vendors under pre-negotiated contracts, avoiding duplicate vendors, and reducing costs.

In addition, new ways of working were introduced and process enhancements both streamlined operations and reduced the volume of manual activities. These served to boost employee productivity, as well as their job satisfaction.

Value Delivered: With more intelligent procurement operations in place, the team is better positioned for strategic category management, has more insight into global spend and is equipped with a more robust contracting process.

SAP Ariba also enabled the company with better risk management, including upfront approvals to ensure any non-compliant spend is approved before committing to the supplier.

To date, the number of strategic suppliers was reduced down to 142, which has in-turn reduced duplication and secured the most competitive pricing. In 2019 alone, the company saved \$4.3 million and is on track to achieve \$50 million in savings over the following five years.

Pre- Project Assessments through our Accenture Consulting Practice:

Accenture keeps the assessment of developing a catalog strategy outside of the implementation scope. Implementations usually have a shorter duration than assessing, contacting suppliers, updating contracts, and beginning the building process. Through our Consulting practice we can offer a catalog assessment and work with the Participating Entity to construct a holistic approach starting with the Sourcing and Contracting process. Ideally this work would happen, six months to a year prior to the kick-off of an implementation.

2. Video Demonstrations

Please access the video demonstration of our solution capability and differentiators. This video explains why Accenture is the best partner for your eProcurement solution implementation.

Video Link: <https://vimeo.com/568481862>

Password: AccentureNASPO