



**State of Maine, Department of  
Administrative and Financial Services**  
eProcurement Solutions and Services

File 3 Deloitte — Proposed Solutions and/or Services: (SAP Ariba)

RFP No. 202102021 | August 4, 2021





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August 4, 2021

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**RE: Request for Proposals ("RFP") No. 202102021: e-Procurement Solution and Services File 3 – Proposed Solutions and/or Services**

Dear Mr. Lewis:

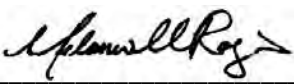
Deloitte\* is pleased to present our proposal to provide SAP Ariba Implementation and Managed Services in response to Request for Proposal ("RFP") No. 202102021 issued on March 30, 2021. Our proposal for SAP Ariba Implementation and Managed Services includes tasking for Category 4: Services Only. We have carefully reviewed the requirements, goals, and objectives, and have provided responses to the required sections within the RFP as they relate to our offering. We confirm this proposal is valid for a period of not less than 180 calendar days from the date of the bid opening. This file is the third of four files we are submitting describing our proposed solution for SAP Ariba Implementation and Managed services.

We are excited to partner with you, and we hope our proposal conveys our enthusiastic commitment to provide distinctive client service and highly specialized talent. We believe that Deloitte is the best organization to serve the State of Maine and NASPO Participating Entities with eProcurement Solutions and Services and we are excited to provide a robust service offering, competitive pricing, and generous discounts.

Being the #1 global partner of SAP and SAP Ariba, Deloitte brings deep and relevant SAP Ariba delivery and deployment experience across 230+ completed SAP Ariba implementations and our unmatched credentials in serving the state and local government clients. This experience is bolstered by our unparalleled functional expertise in sourcing and procurement transformation and organizational change management; both of which are recognized and highly regarded by leading research firms such as ALM Intelligence.

We welcome your questions and feedback to refine the services described herein. Please do not hesitate to contact me at (571) 858-0101 or via email [merojas@deloitte.com](mailto:merojas@deloitte.com) with any questions or comments regarding our response. Thank you in advance for your consideration.

Sincerely,

By: 

Melanie Rojas

Managing Director

Deloitte Consulting LLP

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# Glossary

**ADM** – Application Development and Maintenance

**AES** – Advanced Encryption Standard

**AM-PM** – Application Management Process Manager

**AR** – Augmented Reality

**ASD** – Aspirating smoke detectors

**AUDs** – Application understanding documents

**B2B** – Business-to-Business

**BCP Plan** – Business Continuity Plan

**BPPs** – Business Processes and Procedures

**BRD** – Business Requirements Document

**CAB** – Change Advisory Board

**CCB** – Change Control Board

**CCB** – Change Control Board

**CCM** – Cloud Controls Matrix

**CIG** – Cloud Integration Gateway

**CII** – Cognitive intelligence insights

**CISP** – Cardholder Information Security Program

**CMMi** – Capability Maturity Model Integration

**CoEs** – Technology centers of excellence

**CR** – Change Request

**CSA** – Cloud Security Alliance

**D-CuT** – Deloitte Cutover Tool

**DCV** – Deloitte Change Vision to Value

**DEV** – Development/Test

**DFS** – Desktop File Sync

**DFS** – Desktop File Synchronization

**DIY** – Do-it-Yourself

**DSS** – Data Security Standard

**EVD** – Enterprise Value Delivery

**FACTS** – Families and Children Tracking System



**FSD** – Functional Specification Document

**HDI** – Help Desk Institute

**ISP's** – Internet service provider's

**IST** – India Time

**ITIL** – Information Technology Infrastructure Library

**ITSM** – IT Service Management

**ITSM** – IT Service Management

**IVR** – Interactive Voice Response

**KT** – Knowledge transfer

**MDM** – Mobile device management

**OCM** – Organizational change management

**OIT** – Office of Information Technology

**ORT** – Operational Readiness Test

**PCI** – Payment Card Industry

**PMO** – Program Management Office

**PO** – Purchase order

**PRD** – Production

**QRM** – Quality and risk management

**RCA** – Root cause analysis

**RFC** – Request for Change

**RPO** – Recovery Point Objective

**RTO** – Recovery Time Objective

**SBD** – Secure by Design

**SBN** – SAP Ariba Business Network

**SDP** – MasterCard Site Data Protection

**Secure SDC** – Secure Software Development cycle

**SLA** – Service level agreement

**SLP** – SAP Ariba Supplier Lifecycle & Performance

**SOC** – Service Organization Controls report

**SP** – Security Plan

**SR** – Service Request



**SSO** – Single Sign On

**SSP** – System Security Plan

**STAR** – Security, Trust & Assurance Registry

**SUN** – Super User Network

**TCO** – Total Cost of Ownership

**TLS** – Transport Layer Security

**TRR** – Trading Relationship Request

**TSD** – Technical Requirements Document

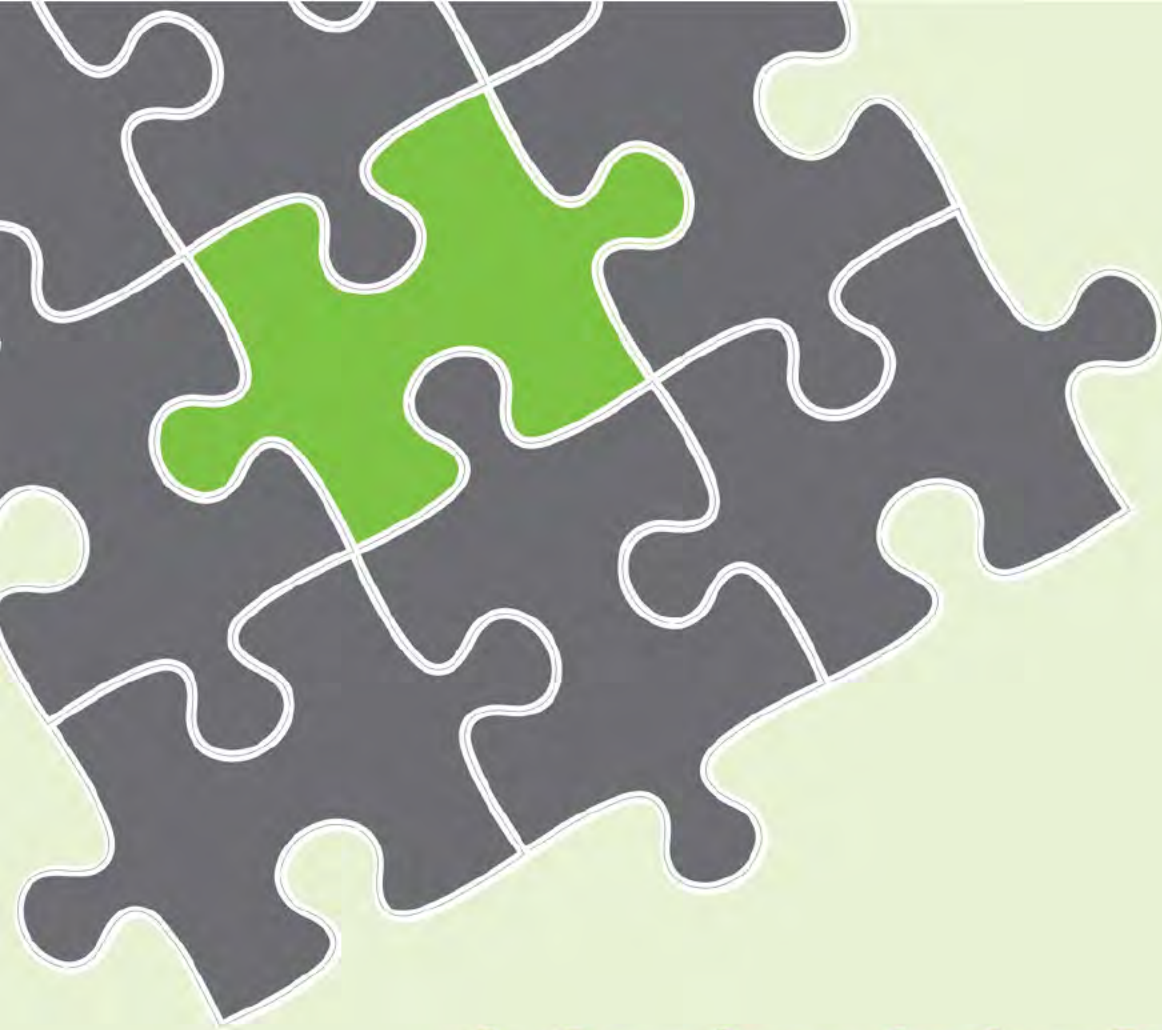
**TTT** – Train-the-Trainer

**UAT** – User acceptance testing

**UCD** – User Centered Design

**UI** – User-interface

**UOM** – Unit of measure



## **1. Services to be Provided**





# Proposed Solutions and/or Services

## Section III

### 1. Services to be Provided

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RFP 202102021: Section III – Proposed Solutions and/or Services, 1. Services to be Provided, Page No. 46

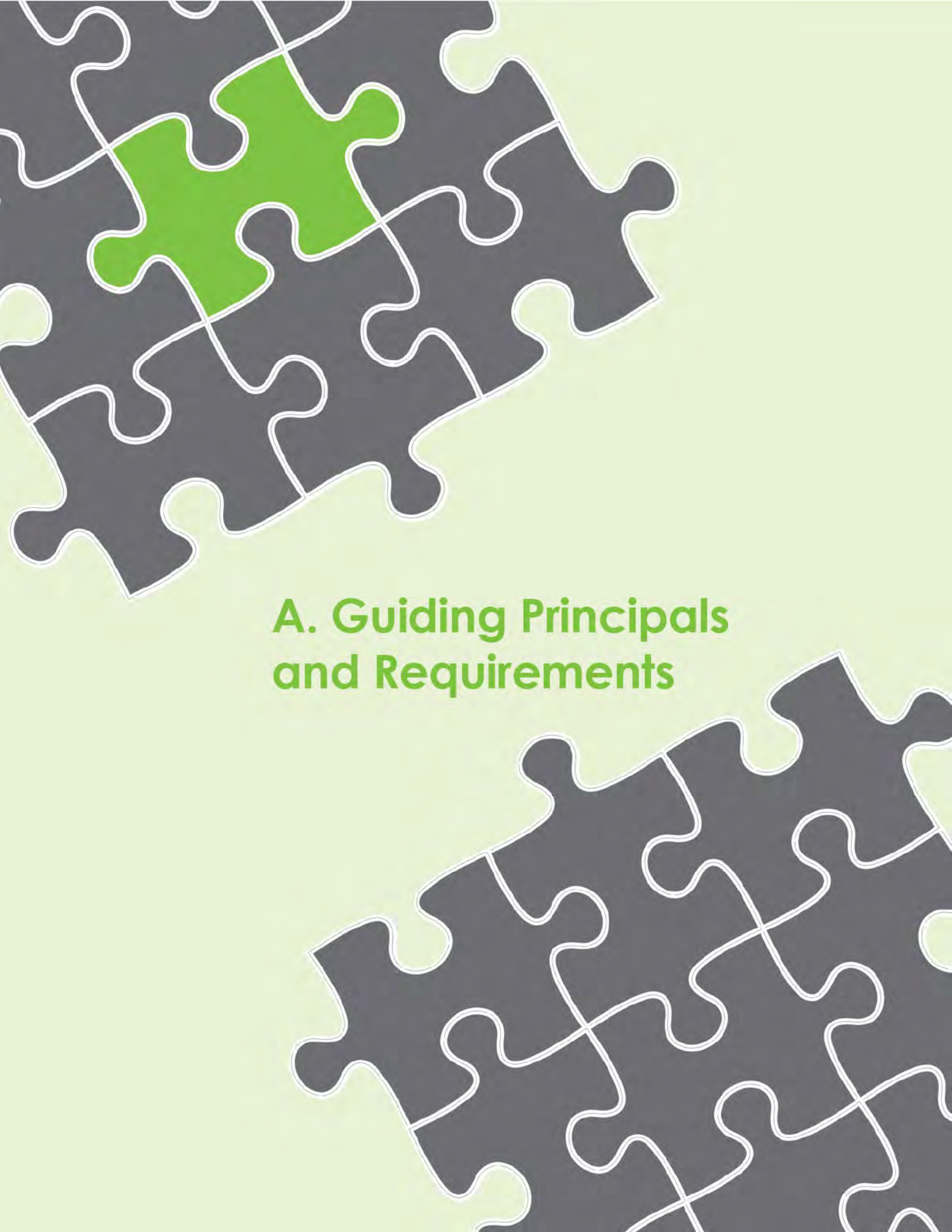
#### 1. Services to be Provided

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.

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## **A. Guiding Principals and Requirements**



## A. Guiding Principals and Requirements

RFP 202102021: Section III – Proposed Solutions and/or Services, A. Guiding Principals and Requirements, Page No. 12

### A. Guiding Principals and Requirements

Bidders are required to follow these guiding principles and requirements in responding to the work contained in this RFP and any resultant contract.

## 1. Key Solution Functionality Elements

RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 12

### 1. Key Solution Functionality Elements– Vendor

The electronic procurement solution must not only address the functionalities and processes described in subsequent sections but also bring specific capabilities that provide the following high-level functions to Participating Entities:

- Single point of entry – a single initiation point for all procurement activity.
- Smart routing – a rules engine that electronically guides users down the appropriate procurement pathway.
- Compliance – a technology solution that has business rules and controls “baked in”).
- Portal – a solution that integrates access, collaboration, community, personalization, resources and information for both buying and supplier users.
- Open marketplace environment – an electronic environment of goods and services that provides a “catalog of catalogs” like shopping experience with access to content in Participating Entity issued contracts, external Cooperative Contracts and external internet retail marketplaces.
- Integration – batch and realtime with existing financial management and other core systems.
- Workflow – a configurable, rule/role-based approval automation.
- Document management – automated solution to create, transact and store documents.
- Reporting, dashboards and data visualization – a solution to provide detailed reports and interactive visual analytics.
- Configurable – to address the specific and varying needs/uses of organizations within a Participating Entity both as an enterprise and individually.
- Transparency – provide public and internal visibility into purchasing activity and outcomes.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses each of the high-level functions listed above.

We understand that the implementation scope includes the following functional areas – as identified in the requirements matrix – that cover the end-to-end contract to procurement management lifecycle:

- Buyer Portal
- Catalog Enablement/Management
- Contract Management
- Purchasing/Data Analytics
- Request through Pay/Invoicing
- Request through Pay/Payment Card Functionality
- Request through Pay/Purchase Order Generation & Management
- Request through Pay/Purchase Request Development
- Request through Pay/Receiving
- Request through Pay/Workflow Management
- Sourcing/Bid Management
- Supplier Enablement/Management
- Supplier Portal



- Vendor Performance
- Supplier Risk

Deloitte has proposed services to implement SAP Ariba to meet the functional requirements put forth within this RFP.

About SAP Ariba: SAP Ariba is a cloud-based innovative solution that allows suppliers and buyers to connect and do business on a single platform. It improves overall vendor management system of an organization by providing less costly ways of procurement and making business simple. Ariba acts as supply chain, procurement service to do business globally. SAP Ariba digitally transforms your supply chain, procurement and contract management process.

#### **Key Features of SAP Ariba**

- SAP Ariba is a B2B (business-to-business) solution that allows you to connect to the world's largest network of vendors and suppliers and enhance business collaboration with the right business partners.
- SAP Ariba allows organizations to connect with the right suppliers with deep visibility to your inside vendor and procurement management processes giving way to error free business transactions.
- With SAP Ariba, you can directly connect SAP Ariba Business Network with millions of suppliers meeting your business needs and managing supply chain.
- SAP Ariba Business Network removes overall complexity in procurement process and suppliers and buyers can manage key terms of vendor management on a single network.
- SAP Ariba can easily integrate with different SAP and non-SAP ERP solutions and contains configurable workflows to automate different processes in complete procurement cycle.
- You can easily integrate master and transactional data from different ERP solutions to Ariba processes.

Accordingly, Deloitte has proposed the following project approach to allow the implementation of SAP Ariba's upstream processes consisting of SAP Ariba Sourcing and Contracts, SAP Ariba SLP, with its downstream activities inclusive of SAP Ariba, Buying, Invoicing, Commerce Automation, and Discount Management.

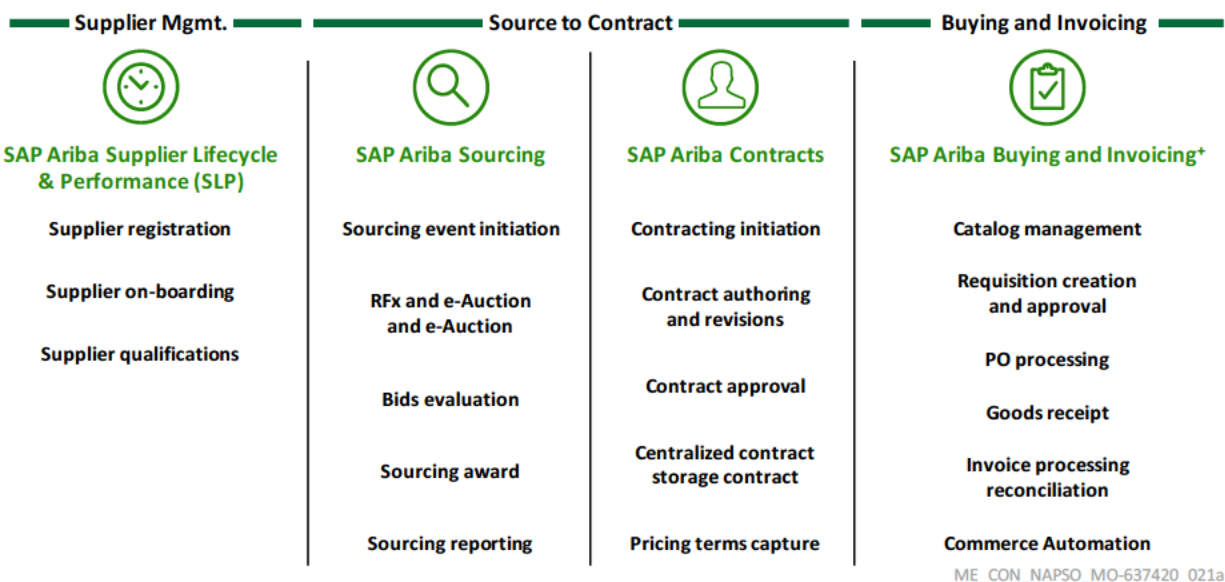


Figure 1. SAP Ariba Modules and Process Areas.

The requested capabilities in the sections are met with SAP Ariba as described in the following:

- **Single Point of Entry** – In the modern era of procurement, end users do not want to learn and navigate detailed procurement processes and policies. This can be a significant source of friction between agency users/stakeholders and procurement. And most procurement systems are not properly curated with catalog content and contracted vendors making it even more difficult for users to follow procurement policies.
- We envision SAP Ariba Guided Buying/Fiori Dashboard serving as the single point of entry for procurement-related requests. Accessible through Single-Sign On from the State's network and/or portal, Fiori Dashboard/Guided Buying will empower and engage State users with a consumer-grade experience that is simple, smart, and elegant.
- **Smart routing** – SAP Ariba includes a highly configurable workflow engine that will support State requirements however simple or complex. Workflows are configured leveraging the user interface, not complex coding. The dynamic workflow engine allows administrators and key users to define dependencies of parallel and/or sequence routings. As a result, the State can maintain workflows as required as agencies/organizations are added to the solution, or policies change.
- **Portal** – Summary provided – full details in Question 2 below: The SAP Ariba Business Network is a hosted service that enables suppliers and buyers to form relationships and conduct transactions over the internet. The SAP Ariba Business Network is a cloud-based collaboration offering that can help transform disconnected supply chains into unified, collaborative, and intelligent networks that remove barriers and centralize data.
- **Open marketplace environment** – The SAP Ariba Business Network (SBN) is the world's largest B2B network, a dynamic, digital marketplace that facilitates trillions of dollars in annual business commerce between more than 3.6 million connected companies.



- The State will be able to customize your community: some of our customers want to access an open marketplace and find new suppliers. Many others prefer to use SBN to connect only to their preferred suppliers and facilitate their end users work only with them. Additionally, the SBN can be many things to different organizations and ecosystems. Some only want to get their invoices from suppliers; on the other end of the spectrum, others are using it to do advance supply chain planning. We can accommodate both use cases and many in between.

In addition to the functionality noted above, SAP Ariba also has the Spot Buy catalog solution, a business-to-business (B2B) open marketplace that makes it easy for end users to find and buy non-sourced goods with competitive price and delivery options.

**Here's how it works:**

1. **Find:** When an item can't be found in the company catalog, users search the SAP Ariba Spot Buy catalog, filtering results by category, brand, and price.
2. **Approve:** Configurable business rules and spot buy-specific workflow enforce corporate policies.
3. **Buy:** Approved purchase requisitions trigger checkout, secure payment, and shipment of goods

**Integration** – SAP's holistic integration approach, which covers both technology and business processes delivering a significant value to your business. Learn all about suite qualities which facilitate a seamless out-of-the-box integration of SAP's intelligent suite along defined end-to-end business processes.

**Workflow** – SAP Business Workflow enables the design and execution of business processes within SAP application systems: Workflow processes are delivered as content in the SAP Business Suite.

**Document management** – SAP Ariba Contract Management can track, manage, and store documents that can help digitize the contracting process. In addition, past versions of contracts and related documents are also stored within the application, along with tracking of changes and other audit trail capabilities.

**Reporting, dashboards, and data visualization** – SAP Ariba is delivered with native reporting and analytics, including numerous pre-packaged reports. Users will leverage their dashboard comprised of critical reports and action-oriented charts and to do lists to manage their workload daily.

**Configurable** – From configurable workflows to document templates to defining the State's procurement processes, SAP Ariba offers a highly configurable solution that will give the State the flexibility to reflect state-wide or agency-specific rule-sets and processes that can easily be updated for policy and personnel changes.

**Transparency** – SAP Ariba enables purchasing organizations to meet regulatory, safety, and compliance requirements, enabling new business models and internal processes while still providing an enhanced and innovation solution for the population of users. Procurement professionals will be able to have views into the procurement practices and spend management insights.



## 2. User Experience

RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 13

### 2. User Experience– Vendor

The Solution must provide a user experience that is simple, direct and effective. Characteristics of this experience at a minimum must include, but not be limited to:

- Capability that allows user personalization of their initial screen based on their needs or use of the Solution.
- Intuitive navigation that guides users to the appropriate Solution component with as few clicks as possible.
- Wizard-driven capabilities that can direct the user to the appropriate process or functionality of the Solution.
- Portal that informs users and supports user work management.
- Functionality optimized for mobile access and use.
- Workload management functionality that will allow the re-assignment of work to another user. This includes, at a minimum, purchase requests, solicitations and contracts.
- Role-based functionality for drafting, review and approval, evaluator and other processes.

#### Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses the user experience characteristics listed above.

We know for a procurement transformation to be successful; user adoption is imperative. User adoption is optimized when people can seamlessly process workflows, with the least number of obstacles.

With our innovative “Guided Buying” capabilities, we have redefined the user experience across SAP Ariba solutions. A dedicated team of UX experts has redesigned the user’s view to deploy a platform that is adaptable on multiple platforms (desktop, tablets, mobile) and is focused on maximizing the experience of the user. The UX improvements go beyond the screens and have also simplified the processes by providing contextual information and in context adoption.

The solution follows the SAP latest principles of design to deliver a fast and ergonomic user experience minimizing end user training. In context help and intuitive process flows help users achieve tasks quickly. The interface has been designed with special attention to:

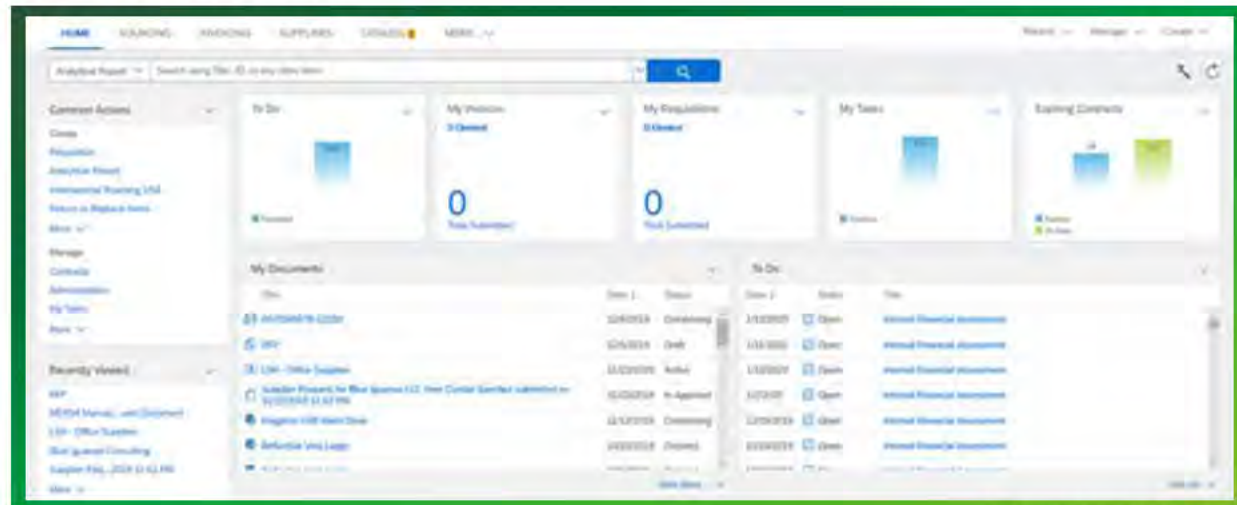
- Minimizing clicks and number of steps
- Seamless transition from mobile app to desktop with "follow-me" process from one another
- Community help
- Visual workflows, reminders and notifications
- Bulk actions over many items (i.e. bulk receive purchase orders)
- Integrations to facilitate multiple catalog search (items in the material master, inventoried items, MRO Supplies and contracted supplier catalogs), cost accounting and more

One of the reasons SAP Ariba is the leader in spend management solutions is our expertise in automating the steps of source-to-pay process on a fully integrated, cloud-based platform. One of the key advantages of using SAP Ariba solution is that it simplifies procurement and sourcing process with easy synchronization to traditional ERP/Financials software.

Each module has configurable dashboards, which can be personalized to meet each of the different type of user’s needs. The Dashboard is a tabbed screen on which users can organize and access key tasks, actions and information from each application that is available to the company. Rather than switching between applications to work with items such as purchasing requests, solicitations, contracts, or analytical reports, users can simply add the items to the dashboard and then monitor and access the items from one convenient location. Users can create

multiple dashboards that cover different strategic areas, such as one dashboard for analyses, one for project management, one for supplier management, etc.

### SAP Ariba Dashboard example

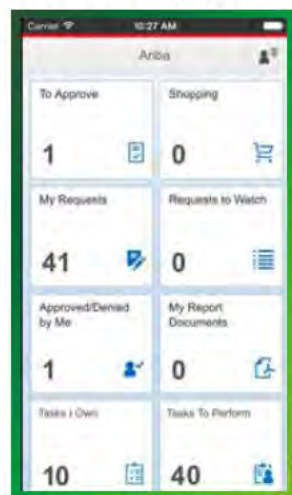


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Figure 2. SAP Ariba Dashboard Example.

SAP Ariba also provides mobile procurement tools to review and approve requisitions anytime, anywhere. We understand when your demanding schedule has you tied up in meetings or traveling, SAP Ariba's mobile app helps you to make even more timely and effective decisions when using our procurement solutions by keeping you connected to your business, all the time. Whether you use SAP Ariba Buying or SAP Ariba Buying and Invoicing, this new mobile app makes it simple to search catalogs, order items, manage requisitions, monitor progress, send approvals, and conduct other procurement processes across locations and at any time. Consistent 24/7 visibility into pending tasks and the ability to respond rapidly allow you to keep critical workflows processing and boost procurement productivity. The friendly, intuitive interface helps you engage more users, driving up compliance and improving procurement.

### Mobile app Interface



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Figure 3. SAP Ariba Mobile App Dashboard Example.



## Workload Management and Reassignment

SAP Ariba uses the approval queue concept for workload management. This feature prevents multiple users from acting on the same approval request. The group corresponding to an approval queue is called the member group. Only one user in the member group can act on an approval request in the queue at given time.

When a group corresponds to an approval queue, approval requests appear as items in the queue, instead of each user's To Do page, and notifications are not sent.

Each approval queue has a queue manager, which can be a user or a group. The queue manager (or managers) can view the items in the queue and assign items from the queue to users in the member group.

Depending on the approval queue configuration, users in the member group can acquire items from, and return items to, the approval queue. An item appears on a user's To Do page only after it has been acquired by a group member or assigned to a group member by the queue manager.

**Role-Based Security** is discussed in detail in this response in section(s) II.C.5 User Accounts and Administration.

## 3. Bidder Best Practices and Roadmap

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RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 13

### 3. Bidder Best Practices and Roadmap– Vendor

Participating Entities are seeking a best value opportunity and Bidders should consider best practices and alternatives including the cost benefits of alternative solutions. Proposed solutions must demonstrate creativity, innovation, benefits and the outcomes brought to Participating Entity. For any project initiated by a Participating Entity the Contractor will:

- Incorporate new Solution version releases or new features/tools when they are available.
- Ensure that the Solution is utilizing the latest technologies.
- Ensure that updates happen in a timely manner.
- Present alternative processing approaches, services, methodologies, business processes or any other best practices to the Participating Entity for consideration of adoption that demonstrates a commitment to continuous improvement.
- In addition, the Contractor must constantly assess and recommend opportunities to reduce costs associated with any aspect of the contract, including project implementation and other services. The Participating Entity is not obligated to accept and implement any recommendations.

Response requirement:

- RTM: N/A
  - Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses each of the bullet items above. Additionally, Bidders must include the current 3-year product roadmap and describe in detail how it demonstrates continuous improvement for the Participating Entity.
- 

As subscriber to a cloud solution, you consume functional enhancements and fixes without local implementation effort. Like on-premise software products, functional enhancements are provided on a regular basis and called releases. The key difference is that these solutions are implemented centrally.

- **Quarterly Releases** – Releases are delivered every quarter in February, May, August, and November each year. Individual products may be released on any or all the quarterly dates. You should expect to receive advance communication of features and should allow time to prepare for impactful changes to your systems.
- **Monthly Feature Deliveries** – Major SAP products may have an optional, no-impact release on harmonized monthly feature delivery weekends. As with the quarterly releases, each product has the option to release during these windows. You should not need to prepare for or take action for the monthly feature deliveries. Changes delivered in a feature delivery should be virtually invisible to the end users. Many of the larger cloud products follow a harmonized release calendar.

In conjunction with customers and key strategic partners – such as Deloitte – SAP Ariba has continued to transform these offerings and more with input from its customer base, and SAP Ariba provides regular updates to customers so they can access the latest innovations.



Production quality metrics are tracked continuously to determine areas for improvement. Releases are fully documented, covering requirements, design, and test approach for features.

SAP Road Maps support the journey to SAP's future product portfolio and the Intelligent Enterprise. Please visit SAP Ariba's corporate website link <https://roadmaps.sap.com/welcome> to explore our roadmaps, webinars, and transformation guides to learn more. Roadmaps are designed for the next 3-5 years for supported SAP solutions.

SAP Ariba offers the SAP® Ariba® Best Practices Center service provides business commerce professionals with access to our process expertise to help facilitate greater adoption and sustainable results from your SAP Ariba solutions. SAP Ariba Best Practices Center team members leverage their knowledge of best practices within each solution area to provide strategic advice, allowing you to make the most effective use of features of your SAP Ariba solutions.

#### **Best Practice Center Benefits:**

- Best Practices Center service provides the following benefits
- Flexible, as-needed support tailored to your specific needs and projects
- Single, named point of contact who understands your unique situation
- Access to a world-leading commerce process and solution expertise and experience
- Proven processes and best practices for nearly all SAP Ariba solutions
- Faster ROI from software initiatives

The primary focus of SAP Ariba Best Practices Center is the use of methodologies that advance the implementation and adoption of SAP Ariba solutions, while enabling you to build internal skills and capabilities. With SAP Ariba Best Practices Center, you have access to solutions experts who have business backgrounds and can offer strategic guidance. Our remote support model is designed to be flexible so you can get the support you need when you need it. Tap into the expertise of our experienced consultants to help you to get the most out of SAP Ariba solutions. SAP Ariba is designed with Purchasing best practices baked-in to the solution; following SAP Ariba's standard model – as a no-code solution – will enable Participating Entities to standardize processes, increase transparency, reduce risk, maximize vendor payment cycles and discounts, and increase cost benefits.

## **4. Innovations and Value-Added Features/Services**

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RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 14

#### **4. Innovations and Value-Added Features/Services-- Deloitte**

In addition to the stated requirements, the State seeks creative innovations, value-added features and value-added services not contemplated in the RFP.

Response requirement: OPTIONAL

- RTM: N/A
- Inline Narrative: If responding to this section, Bidders must provide a detailed description of any additional proposed innovations and value-added features/services as well as the benefits and outcomes Participating Entities and Suppliers would realize. Bidders must be prepared to demonstrate these benefits and outcomes. Bidders must indicate if any of the innovations or value-added services are at an additional cost and identify those in the cost workbook (reference "Innov, Value-Adds, Addl Svc" Tab).

---

As part of Deloitte's standard services for SAP Ariba implementation, our methodology includes the use of Deloitte-developed work products, used to accelerate the implementation. The accelerators and use of said accelerators are included in the standard price offered within this proposal response.



## 5. Customizations/Extensions

RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 14

### 5. Customizations/Extensions– Vendor

Proposed electronic procurement solutions are expected to be out of the box, configurable solutions. However, it is understood that for any project initiated by a Participating Entity some of the expected innovations and functional requirements may necessitate customizations/extensions to an existing solution. Any such customizations/extensions provided must become part of the Bidder's base electronic procurement product(s), upgraded in all future versions, available to all other Participating Entities and adhere to the following:

- Bidders must advise the Participating Entity of any out of the box or configured functionality that could be used in lieu of customizations/extensions to meet requirements and identify any necessary changes to requirements, processes, policies and, if applicable, revised Participating Entity legal code.
- Customizations/extensions must not introduce a performance issue, bottleneck or processing delay in the implemented electronic procurement solution.
- Customizations/extensions must not invalidate, negate or minimize any warranty or maintenance requirement as agreed to between a Participating Entity and their current third-party providers that support the current Participating Entity systems.
- Customizations/extensions must not be constructed in such a manner as to confound, add complexity to, or introduce technical burdens that would impact the maintenance, upgrade or new releases of the electronic procurement Solution.
- Bidders must advise the Participating Entity of any organizational change management (OCM) impacts that will result from proposed customizations/extensions.
- While the State expects customizations/extensions to be completed during the project implementation period, release of any customizations/extensions that extend beyond the implementation period must be identified on the Bidder's product roadmap submitted with the proposal.

#### Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a brief description of how the proposed solution addresses the bullets above in regard to customizations/extensions that may be created in the execution of a project for a Participating Entity.

As part of Deloitte's response and analysis of the requirements identified in Exhibit 1 of the RFP, for each requirement where customization/extensions are required, we will identify the following:

- Advise the Participating Entity of out of the box or configured functionalities that could be used in lieu of customizations/extensions to meet requirements and identify necessary changes to requirements, processes, policies and, if applicable, revised Participating Entity legal code.
- Advise the Participating Entity of organizational change management (OCM) impacts that will result from proposed customizations/extensions.

Deloitte acknowledges and agrees to the following items as outlined in this question:

- Customizations/extensions must not introduce a performance issue, bottleneck or processing delay in the implemented electronic procurement solution.
- Customizations/extensions must not invalidate, negate or minimize warranty or maintenance requirement as agreed to between a Participating Entity and their current third-party providers that support the current Participating Entity systems.
- Customizations/extensions must not be constructed in such a manner as to confound, add complexity to, or introduce technical burdens that would impact the maintenance, upgrade or new releases of the electronic procurement Solution.
- While the State expects customizations/extensions to be completed during the project implementation period, release of customizations/extensions that extend beyond the implementation period must be identified on the Bidder's product roadmap submitted with the proposal.



## 6. Alternative Funding Models

RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 15

### 6. Alternative Funding Models– Deloitte

Although proposals will be evaluated based on offered price discounts, Bidders are encouraged to recommend alternative funding models that could be available to Participating Entities when they execute an agreement from a Contract resulting from this RFP. Recommended funding models must be documented in detail and be independent of all pricing proposed in the cost workbook. These funding models should reflect any ongoing funding and investment requirements necessary for all project implementation and other services costs. The recommended alternative funding models must:

- Be described in detail to fully;
- Explain how each model would work;
- Identify the benefits that Participating Entities and their suppliers would realize; and
- Identify any successes experienced by other clients implementing the model. Bidders must be prepared to demonstrate these benefits and successes.

Response requirement: OPTIONAL

- RTM: N/A
- Inline Narrative: If responding to this section, Bidders must provide a detailed description as outline above for each recommended funding model.

## Strategic Sourcing to Fund eProcurement Solutions and Services

States and local governments across the United States and Canada are feeling the financial pressures caused by COVID-induced declines in tax revenue. These pressures not only affect budgets related to day-to-day operations, but Finance and Technology leaders are also delaying or cancelling technology modernization efforts such as eProcurement technology implementations, which in the long-term save money.

To avoid these delays and cancellations, Deloitte offers that the participating entity eProcurement participants incorporate strategic sourcing as a part of eProcurement Solutions and Services contract to deliver the cash needed for this critical effort. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible]

**Figure 5. Notional savings estimates resulting from Spend Analysis.**



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## Realize Savings Post Spend Analysis

While the Spend Analysis identifies compelling savings potential, it is imperative and highly recommended to execute subsequent strategic sourcing activities to realize the savings, and to demonstrate and accelerate the pay-back period as outlined in Figure 7. The strategic sourcing services will include the following key activities:

- Assess demands for procurement of goods and services across the State.
- Analyze market's capability and capacity to provide those goods and services.
- Establish sourcing strategies and gain alignment with the State's stakeholders.
- Executing the strategy to achieve savings and create new enterprise wide contracts.
- Operationalize sourcing contracts using the SAP Ariba eProcurement software capabilities to drive contract compliance and lock in savings.

While strategic sourcing is currently not included in the scope of Deloitte's current staffing and pricing model, Deloitte is willing to define and discuss various pricing and staffing options to help the State move forward with its strategic sourcing journey, and use the savings attained to continue to fund future technology investments.

## 7. Contract Transition and Flexibility

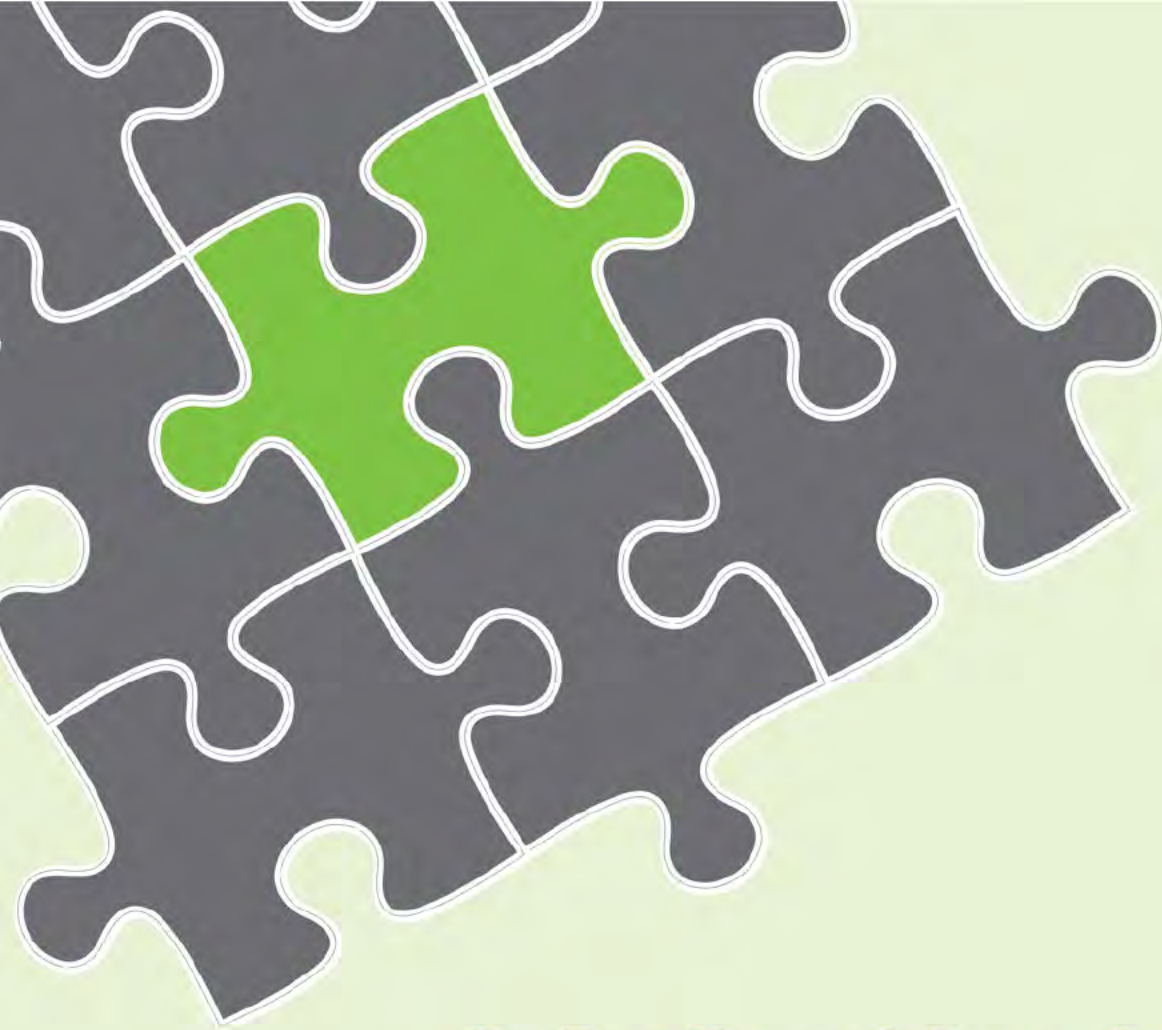
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RFP 202102021: Part II – Scope of Services to be Provided, A. Guiding Principals and Requirements, Page No. 15

### 7. Contract Transition and Flexibility– Deloitte/Vendor

- Participating Entities are seeking flexibility in the contracting process and the ability to transition their current contracts to this newly established portfolio
- Response requirement:
- Inline Narrative: Please describe your ability to transition from a state's current contract to a new contract or amendment under the terms of a newly awarded Master Agreement and Participating Addendum. For the purpose of this response, assume that the state already has a separately solicited and awarded agreement in place with your firm – and now seeks to move that agreement to fall under the terms of the newly awarded Master Agreement (and Participating Addendum).
- 

Deloitte agrees that we have the ability to transition existing contracts to the NASPO Master Agreement and Participating Addendum, so long as both the scope and labor categories of the existing contracts and NASPO Maser Agreement are consistent. If the scope or labor categories of the existing contracts are not contained in the NASPO Master Agreement, further negotiations may be required to facilitate these transitions. We look forward to discussing the terms of such Master Agreement and Participating Addendum, should we be selected.



## **B. Funtional Requirements**





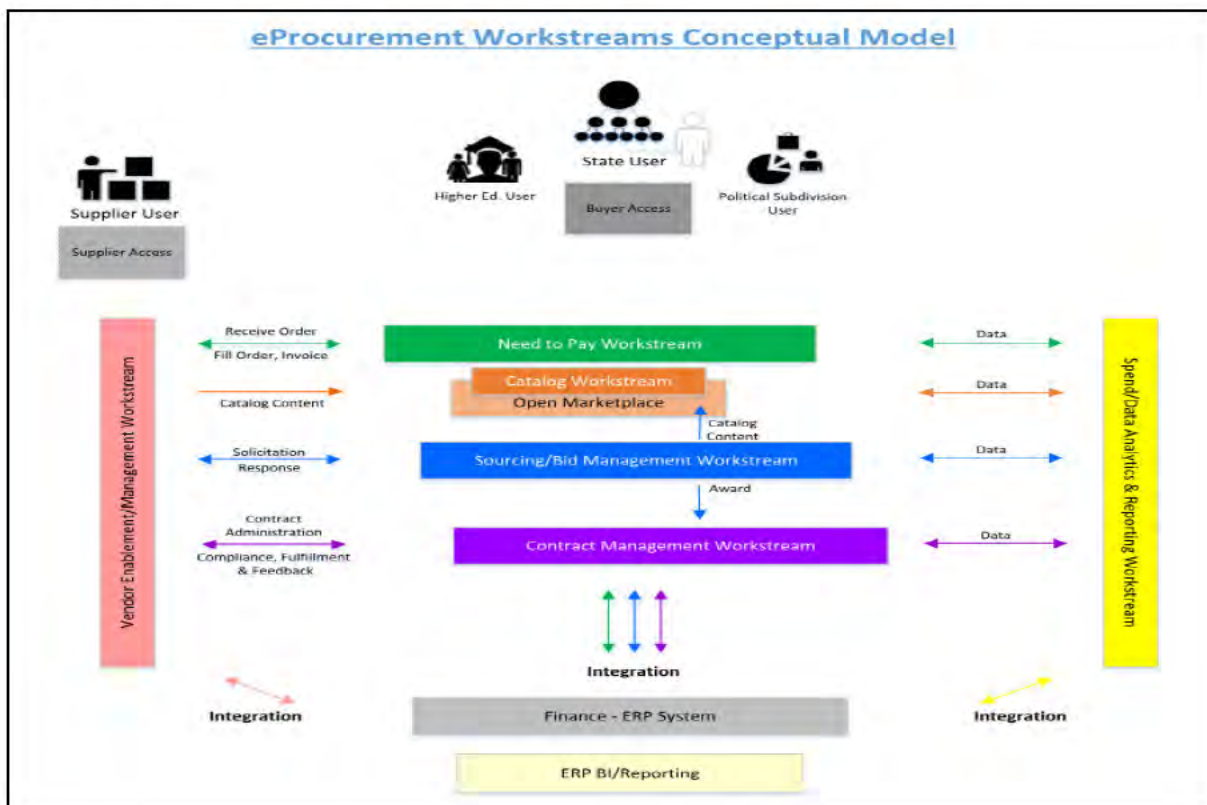
## B. Functional Requirements

RFP 202102021: Part II – Scope of Services to be Provided, B. Functional Requirements, Page No. 15

### B. Functional Requirements

- The following functional requirements must be addressed by Bidders and are organized by the electronic procurement workstreams identified below. Each workstream has corresponding detailed requirements identified in the Requirements Traceability Matrix (RTM) document.
- Bidders may submit proposals that address one or more workstream however Bidders must respond as directed in each workstream section and provide detailed responses to each individual requirement in the corresponding section of the RTM.
- Proposed solutions may rely on third party software components or other partnerships to provide a complete solution. Bidders are encouraged to look for partnerships that will bring an innovative, integrated, and comprehensive Solution to Participating Entities.

The following figure is a conceptual model of the procurement workstreams.





1. General Functionality

|                                                                                                                                                                                                                                                                                                                                        |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| RFP 202102021: Part II – Scope of Services to be Provided, B. Functional Requirements, Page No. 16                                                                                                                                                                                                                                     |  |
| 1. General Functionality– Vendor                                                                                                                                                                                                                                                                                                       |  |
| <ul style="list-style-type: none"><li>The General Functionality section includes requirements that apply to either the entire electronic procurement solution or multiple components of the solution.</li><li>The electronic procurement solution must be cloud-based with a Software as a Service (SaaS) delivery model.</li></ul>    |  |
| Response requirement:                                                                                                                                                                                                                                                                                                                  |  |
| <ul style="list-style-type: none"><li>RTM: Tab 2, GEN-1 through GEN-40</li><li>Inline Narrative: Bidders must provide a detailed narrative response that describes the cloud-based solution/component that will solve the key challenges and meet the objectives and requirements of the general functionality requirements.</li></ul> |  |

SAP Ariba is a cloud-based innovative solution that allows suppliers and buyers to connect and do business on a single platform. It improves overall vendor management system of an organization by providing less costly ways of procurement and making business simple. Ariba acts as supply chain, procurement service to do business globally. SAP Ariba digitally transforms supply chain, procurement and contract management process.

Key Features:

- SAP Ariba is a B2B solution that allows you to connect to the world’s largest network of vendors and suppliers and enhance business collaboration with the right business partners.
- SAP Ariba allows organizations to connect with the right suppliers with deep visibility to your inside vendor and procurement management processes giving way to error free business transactions.
- SAP Ariba Business Network can be integrated/connected with millions of suppliers meeting your business needs and managing supply chain.
- SAP Ariba Business Network removes overall complexity in procurement process and suppliers and buyers can manage key terms of vendor management on a single network
- Ariba can easily integrate with different SAP and non-SAP ERP solutions with easy to configure workflows to automate different processes in complete procurement cycle.
- Ariba processes can easily integrate master and transactional data from different ERP solution

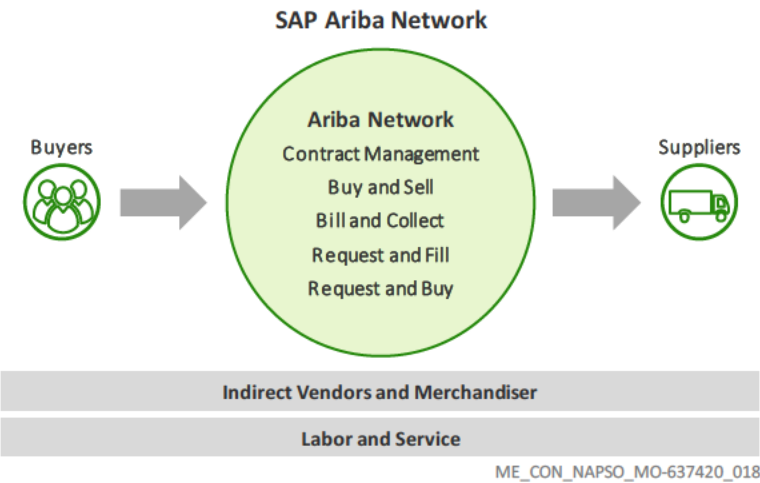


Figure 8. SAP Ariba Business Network Flow connecting Buyers and Suppliers.

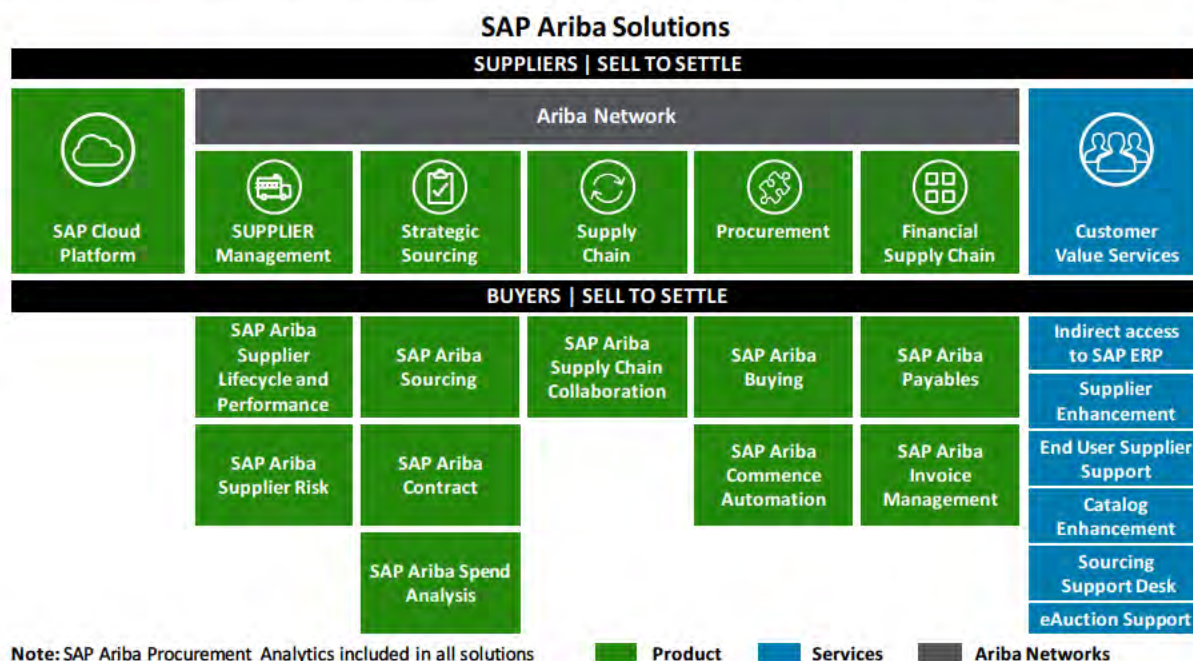


SAP Ariba is a cloud-based Procurement solution, which help buyers and suppliers to meet at one single network. SAP Ariba Partner program enables you with tools, resources, and benefits to help build, run, and grow your business.

**Following are the key benefits of using SAP Ariba:**

- One of the key advantages of using the SAP Ariba solution is that it simplifies the procurement and sourcing processes with easy synchronization with other ERP and Finance software.
- It enhances supplier, buyers and user experience by bringing in a digital transformation to the supply chain process.
- With cloud-based solution, SAP Ariba can be accessed from different locations. It requires very low initial capital cost for setting up the solution.
- With SAP Ariba, there is an easy setup of key procurement processes – Procure to Pay (integration of the Purchasing department with Accounts Payable department), Procure to Order by maintaining shopping carts.
- There is easy transfer of master data. Organization structure, suppliers and GL data can be easily transferred to SAP Ariba solution using optimal way of integration.
- SAP Ariba enables easy transfer of transactional data. Invoice details, goods receipt, PO details can be easily transferred to SAP Ariba solution with optimum integration.
- We can use standard integration techniques (Cloud Integration Gateway) to connect the ERP system with the SAP Ariba solution.

SAP Ariba is a cloud-based innovative solution that allows suppliers and buyers to connect and do business on a single platform. It improves overall vendor management system of an organization by providing less costly ways of procurement and making business simple. SAP Ariba digitally transforms your source-to-pay needs.



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**Figure 9. SAP Ariba solution modules.**



One of the reasons SAP Ariba is the leader in spend management solutions is our expertise in automating the steps of source-to-pay process on a fully integrated, cloud-based platform. One of the key advantages of using SAP Ariba solution is that it simplifies procurement and sourcing process with easy synchronization to SAP SRM and others ERP software. Modules talk to each other reducing manual, non-value-added work and error proofing the process. It also supports search within and across modules. Today, the following applications are widely deployed and support the procurement functions of our customers:

- SAP Ariba Buying& Invoicing
- SAP Ariba Sourcing
- SAP Ariba Contracts
- SAP Ariba Supplier Lifecycle & Performance Management
- SAP Ariba Business Network
- SAP Fieldglass

SAP Ariba provides a single system for both occasional and frequent buyers to buy goods and services. SAP Ariba differentiates between multiple buying channel to cover the right buying processes and guides the user to the appropriate path. The Guided Buying solution provides a smart, easy, and intuitive user interface for employees to create types of procurement request. These requests can include buying, contracting, sourcing, and making services and noncatalog requests, as well as other types of requests. In addition, we offer the SAP Ariba Spot Buy Catalog solution that allows your users to easily find and buy non-sourced goods with competitive price and delivery options while you still control the aspects of the buying process. The built-in smart guidance will use the Participating Entity's policies to direct users to the correct path. With the control that SAP Ariba guided buying and spot buy capabilities provide, you can cut supply costs by as much as 10% and lower processing costs by 25% to 60%. As we are a fully integrated platform, customers can achieve zero-touch processing and invoicing, eliminating non-value-added work for AP, Finance, Invoice managers, etc. Some customers have achieved up to 98% touchless invoicing.

Access to SAP Ariba for State users is based upon a user profile that is created in the solution. The solution maintains a unique user profile for each user. Profiles can be created directly within the application or via integration from an external HR management solution. Profile sections can be maintained by an administrator using the User Manager Workspace. When users log into the solution, they are provided access to only the functionality that is specified by the groups to which they belong. A super user will be granted broader access to the solution by assigning multiple groups that allow the user to access functionality across the solution. A super user may also be assigned groups that provide administration capabilities across the solution, or for specific functional areas (sourcing, contracting, etc.).

The State may brand their SAP Ariba environment with a logo that will appear in the upper left corner of the page. Once logged in the overall look and feel of the solution regardless of functional area (module) is consistent to drive ease of use. Guided Buying is the exception, which is designed for casual users to procure with a consumer like user experience. Users may configure their own dashboards to further simplify the user experience. The goal is to provide the user access to critical data and actions at the tips of their fingers upon logging in.

The solution provides a dynamic and configurable search interface and functionality. Users can choose to add or take away fields from the search interface, so that when they conduct searches, they see only the out of the box as well as custom fields that would be relevant to them. Upon searching, users can choose to search across multiple



fields. Once results are returned, the user can save that search for single click access from their dashboard or the search interface. Partial and whole word searches are supported. Full text search is also supported across all documents created within or uploaded to the applications.

Data is categorized consistently within the solution leveraging a common data model inclusive of suppliers, commodity codes (UNSPSC), Agencies/Organizations, users, etc. Data created because of system utilization is available for analysis within the user interface via SAP Ariba's native reporting and analysis engine. The State may also export data from the solution during their subscription. The primary way this can be carried out is using the UI based export tools in SAP Ariba. Alternatively report data can be exported in CSV format, and web services can be used to extract specific sets of data.

SAP Ariba supports importing data from external systems. For example, legacy contracts can be imported using simple CSV files – one file will contain data about the contract (header level contract details) that is used to create the workspace, the second file is a list of files the State would like associated with the contract. The upload process will then create the contract workspace with the associated documents. Data may also be imported using specific integrations which are detailed in other sections of the proposal.

In conclusion the Public Sector Procurement's needs are unique and complex. SAP Ariba understands that the Participating Entity is expected to more and do it better with similar tax revenues and greater public scrutiny of decision making, spending and performance. SAP Ariba is the one platform that has a solution for every source to pay step. From source to settle, you can efficiently and effectively control costs, maximize savings, and minimize risks across spend categories by **automating processes end to end on a single, integrated platform**. Lastly, we will keep you connected. The SAP Ariba Business Network is the world's largest B2B network, a dynamic, digital marketplace that facilitates trillions of dollars in annual business commerce between more than 3.6 million connected companies.

## 2. Supplier Portal

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### 2. Supplier Portal– Vendor

The Supplier Portal functionality must provide a single point of entry 'front door' that includes all supplier facing functions for the electronic procurement solution with the ability to also incorporate access to other applications or services such as certifications, invoicing and online interactions with the Participating Entity. The Supplier Portal functionality must deliver valuable content upon logging in and be personalized to the supplier and the supplier user logged into the system.

#### Response requirement:

- RTM: Tab 3, SPR-1 through SPR-23
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of the Supplier Portal.

---

The SAP Ariba Business Network is a hosted service that enables suppliers and buyers to form relationships and conduct transactions over the internet. This is a cloud-based collaboration offering that can help transform disconnected supply chains into unified, collaborative, and intelligent networks that remove barriers and centralize data.

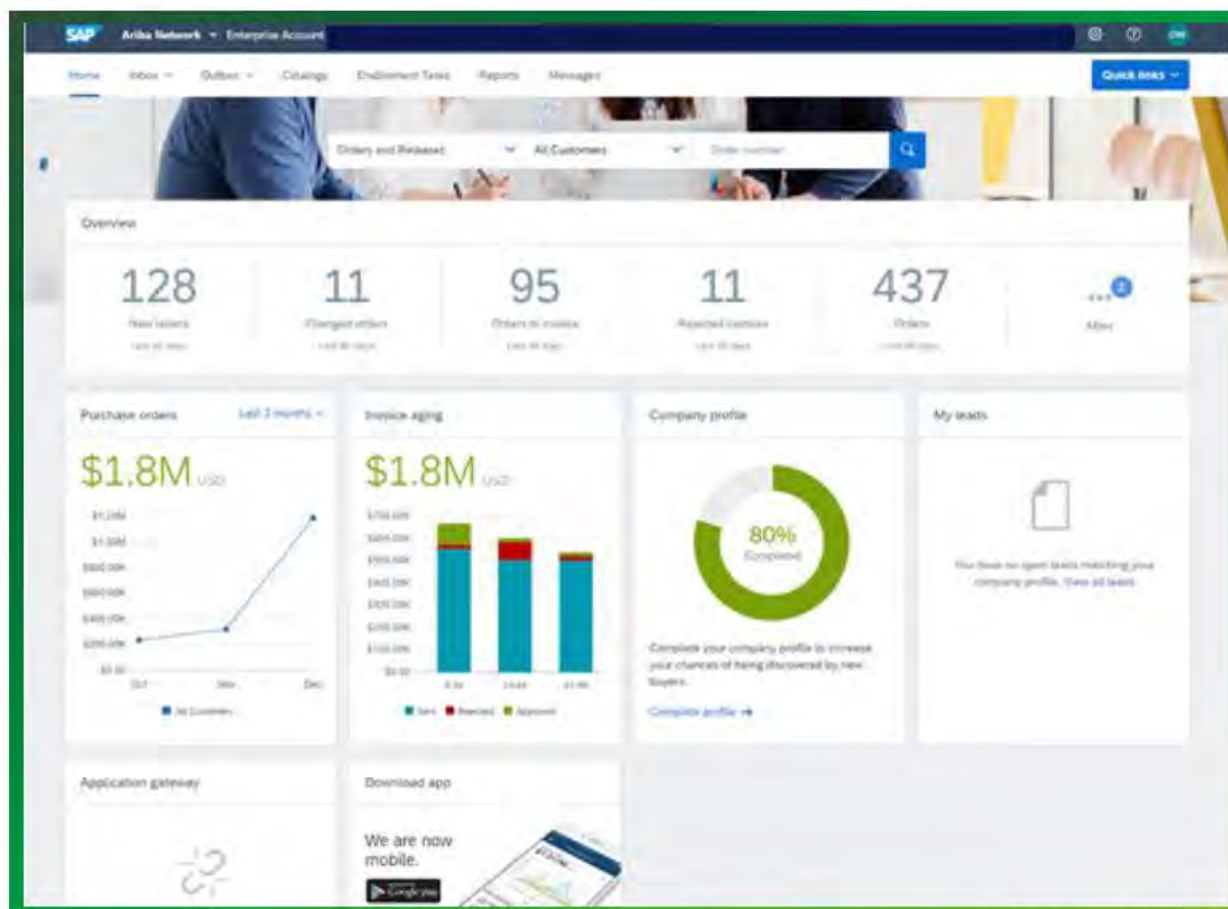
With a unified network, the SAP Ariba Business Network can connect to trading partners through a single directory, collaborate using shared data and workflows, and apply network-wide intelligence to guide decisions to adapt and improve the business.

The State desires to provide a single point of entry (front door) for supplier facing functions associated with the electronic procurement solution. We propose the State use the SAP Ariba Business Network (SBN). The SBN will allow suppliers to manage a complete choreography of business collaboration with their customers. The SBN



delivers an intuitive user experience that supports self-service supplier registration and maintenance, onboarding, solicitation/bid management, contract lifecycle management, and e-procurement and payables (PO, OC, ASN, Inv. etc.).

The Participating Entity has an opportunity to successfully leverage the SBN as a component for your procurement needs. Your existing supplier community may already be deeply familiar with the SBN, which dramatically reduces the overall change management effort and will significantly accelerate the transition to the next generation eProcurement solution. The SAP Ariba offering will allow the State to build across the entire source to pay process. SAP Ariba can offer continuity of support of the State's suppliers and seamlessly take the State and its suppliers into the future.



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Figure 10. SAP Ariba Business Network Supplier Landing Page.

The landing page above is available to suppliers upon logging into the SAP Ariba Business Network. Once logged into the SBN, the supplier has access to support procurement related transactions between their organization and the State. This ability is called the supplier unified seller experience.

### The SAP Ariba Business Network Difference:

What makes our solution truly different is that we offer the SBN, which will help the State and its suppliers collaborate on the commerce that you do together. And this network is open, smart, and simple.



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Figure 11. SAP Ariba Business Network Key Performance Indicators snapshot.

### Open Network

We offer a modern many-to-many approach to suppliers, which makes us different from portals and other older technologies. Modern many-to-many provides open options for trading partners – whether they want to respond to you via mobile, or use a portal, or link directly to their backend systems.

### Smart Network

The State will be able to customize your community: some of our customers want to access an open marketplace and find new suppliers. Many others prefer to use SBN to connect only to their preferred suppliers and facilitate their end users work only with them. Additionally, SBN can be many things to different organizations and ecosystems. Some only want to get their invoices from suppliers; on the other end of the spectrum, others are using it to do advance supply chain planning. We can accommodate both use cases and many in between.

### Simple Network

Supplier enablement services are included in our offering. This reduces the level of effort/resources required from the Participating Entity to enable suppliers on the SBN. Our team of 700+ enablement experts will be responsible for most of the enablement process. We also offer flexible partner onboarding: it is simple for ALL types of suppliers, big and small, integrated and portal. And some can connect via email only if they prefer. Enablement efforts should not be taken lightly by the State, especially considering the volume of active suppliers today (100k+) and the volume of new suppliers registering each week (~200). Our offering inclusive of Supplier Enablement Services is scalable in support of the State's volume.



## Supplier Enablement Overview:

### Communication Strategy

Full Account Active Outreach

| Participating Entity                                                              | Participating Entity & SAP Ariba                                                         | SAP Ariba                                                                         | SAP Ariba                                                                         | Participating Entity                                                                                                        | SAP Ariba                                                                           | SAP Ariba                                                                              | SAP Ariba                                                                           |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|  |         |  |  |                                            |  |     |  |
| Project Notification Letter                                                       | Online Summit                                                                            | Treading Relationship Request                                                     | SAP Ariba Phone Calls                                                             | Participating Entity Phone Calls                                                                                            | Video Training                                                                      | SAP Ariba Account Manager                                                              | Go-Live Letters                                                                     |
| Objective                                                                         |                                                                                          |                                                                                   |                                                                                   |                                                                                                                             |                                                                                     |                                                                                        |                                                                                     |
| Welcome suppliers to the project including invitation to an online summit         | Explain importance of the project, benefits demo provide timeline to complete activities | Request for suppliers to confirm and accept relationship on SAP Ariba             | Support registration and conduct change management                                | Support SAP Ariba in supplier conversations regarding questions, doubts and compliance – If previous step was not completed | Providing training on invoice submission according to specifications                | Account Manager to support suppliers and increase project engagement (when applicable) | Inform that electronic transaction will start for specific BU's                     |

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Figure 12. SAP Ariba Supplier Enablement Strategy.

Unlike portals and old methods of integrating (EDI, direct connect), we offer a model for you and your suppliers to connect once and access many. This ensures that your suppliers can “reuse” their connection to you to access other SAP Ariba customers.

### Supplier Portal Functionality Enabled by the SAP Ariba Business Network:

Onboarding, registration, and connectivity features help buyers and suppliers get started easily and begin transacting in minutes. Key capabilities include:

- Simple registration and intuitive onboarding through a single, easy-to-use interface
- Entry-level connectivity options such as Web UI, fax, scanning, e-mail, and CSV upload
- Support for a consumerized buying experience through direct integration of back-end systems using cXML, EDI, or SAP Ariba Integration Adapters.

Order collaboration features help users expedite and enhance order management. Key capabilities include:

- End-to-end automation and collaboration on orders, change orders, confirmations, cancellations, immediate receipt and one-click confirmation of orders via rapid response purchase order e-mails
- Centralized, streamlined customer communication via a consolidated order collaboration dashboard
- Order task reminders and rules-based order routing for fast, accurate order delivery
- Collaboration with customers on key supply chain planning and execution processes



Solicitation & Contract Collaboration features allow suppliers to locate and respond to solicitations and participate in contract negotiations. Key capabilities include:

- Publicly posted solicitations via SAP Ariba Discovery and the State's Public site
- Simple solicitation response via user interface or file upload
- Contract collaboration and redlining via the SAP Ariba Business Network and/or email

Catalog collaboration features help increase PO accuracy and drive online procurement compliance. Key capabilities include:

- Support for CIF, cXML, and Excel e-catalogs, plus integration of online commerce storefronts via the Punch-Out feature
- One-step CIF catalog validation and publication
- Comprehensive catalog dashboard for managing customer catalog activity
- Visibility into customer catalog update status
- Increased exposure to buyers via public catalogs on the SAP Ariba Spot Buy Catalog solution

Invoice collaboration features help accelerate payments and increase productivity. Key capabilities include:

- Flexible e-invoice options, including:
  - Multi-document and multi-level invoicing with the PO-Flip feature to easily “flip” POs, ASNs, and goods receipts—or specific line items from them—into invoices
  - Non-PO invoicing
  - System-to-system invoicing via cXML, EDI, and CSV upload
- Easy-to-use dashboard and notifications for visibility into invoice and payment status
- Support for multiple languages and over 220 currencies plus compliance with local VAT laws
- Direct access to invoicing wizard via rapid response purchase order e-mails
- Automatic invoice validation and reconciliation

Administration navigation features help lower administrative costs and improve account control. Key capabilities include:

- Single sign-on for centralized management of accounts and SAP Ariba Business Network profiles across functions and solutions
- Administrator-defined user roles and ability to assign multiple roles to a single user ID
- Routing by customer group
- Easy-to-use reporting functions
- Accessible, linked documents for every order
- Ability to link accounts, manage SAP Ariba Business Network profiles, and transfer administrator role



The on-demand platform helps reduce IT costs and risk. Key capabilities include:

- Availability via iOS and Android mobile devices
- Redundant system architecture, back-up, and recovery procedures
- Industry-leading security measures, including data-at-rest encryption, WebTrust and PCI DSS compliance
- Supplier Support includes 24x7 self-service training tutorials and documentation. Access to phone and chat-based support is also available during normal business hours.

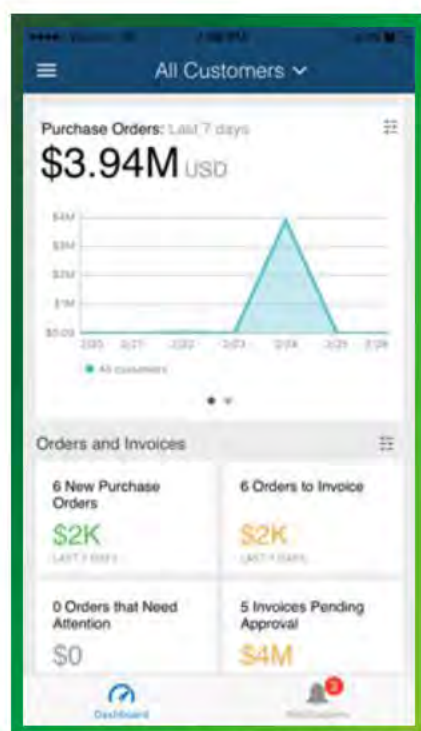
The SAP Ariba Supplier mobile app is a role-based, action-oriented app you can use to get timely notifications and take immediate action on orders and invoices via SAP Ariba Business Network. You stay engaged and connected with your customers, boosting productivity by making it simple to collaborate, identify issues, and get business done anytime, anywhere using your iPhone, iPad, or Android device.

When the State Suppliers use the app:

- They can accelerate the sales cycle with quick answers to questions and fast fulfillment of requests
- Their business performance gets a boost through round-the-clock access to crucial information and functionality
- Their customers (of the State) enjoy better service because you can keep them aware of important transaction tasks and requirements
- Their customer relationships can grow stronger through better responsiveness and constant collaboration

The Supplier Mobile App supports:

- At-a-glance updates of orders and invoices with access to details, line items, attachments, and history.
- Configurable, real-time push notifications about orders and invoices that need your attention.
- The ability to confirm customer orders on-the-go.
- Powerful search capability to access 12 months of orders and invoices.
- Intuitive graphs for insights on customer order trends and invoices awaiting approval and payment.
- The ability to pin orders and invoices to your desktop computer for easy access.
- Easy login with your fingerprint or saved username.
- Convenient password-creation tool helps you login on your desktop if you forget your SAP Ariba Business Network password.



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**Figure 13. Mobile App dashboard view for Suppliers.**

The screenshot above is dashboard view available for Suppliers to review important transactional details.

### 3. Supplier Enablement/Management

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#### 3. Supplier Enablement/Management– Vendor/Deloitte

The Supplier Enablement/Management component, in conjunction with the Supplier Portal, must support all procurement activities and provide suppliers the ability to establish and maintain an account defining who they are and what they sell along with other key data elements required by the Participating Entity to procure from and pay the supplier. Suppliers will use this account to access all relevant electronic procurement and financial functionalities such as solicitations, solicitation response, order receipts, contract awards, load sales reports, and submit invoices.

This functionality should also provide capabilities to establish and maintain pre-qualified suppliers lists for bidding on specific categories of goods/services.

Integration may be required with the Participating Entity's finance system to establish and maintain Supplier payee records needed for accounts payable (A/P) processing.

Response requirement:

- RTM: Tab 3, VDR-1 through VDR-43
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of Supplier Enablement/Management.

SAP Ariba Supplier Lifecycle and Performance (SLP) is a solution that supports 4 key processes:

1. Creating Supplier Requests
2. Supplier Registration
3. Supplier Qualification
4. Identification of Preferred Suppliers



Before being able to transact with suppliers via the SAP Ariba Business Network, they need to be registered and qualified. Prospective suppliers need to register within SAP Ariba SLP. They will be presented with a questionnaire and SAP Ariba will help to make sure no supplier duplicates are created. Approval of new supplier requests are handled by a specific team within the business. If approved, the supplier is welcomed to the registration process. This is straightforward as the supplier simply provides detailed information about themselves.

SAP Ariba also provides the ability to set some vendors as preferred suppliers. These preferred supplies can be used in other SAP Ariba modules such as Sourcing or Buying and Invoicing.

SAP Ariba SLP essentially helps to onboard, qualify, segment, and manage supplier performance. It integrates within your procurement processes and provides a lot of advantages. Below are some examples:

- A unified vendor data model
- Supplier qualifications and segmentation
- Suppliers can self-manage their own information
- 360-degree views on suppliers to view their information
- Supplier Management Dashboard to show the suppliers a user manages
- Synchronization of data with the ERP solution.

With SAP Ariba solutions, companies connect to get business done. On the SAP Ariba Business Network (SBN), buyers and suppliers from millions of companies and 190 countries discover new opportunities, collaborate on transactions, and grow their relationships. Buyers can manage the entire purchasing process while controlling spending, finding new sources of savings, and building a healthy supply chain. And suppliers can connect with profitable customers and efficiently scale existing relationships – simplifying sales cycles and improving cash control along the way.

When you partner with the supplier enablement service team, you have access to a wide range of value-added capabilities that result in effective collaboration. Our proven, scalable methodology supports effective and efficient enablement for an unlimited number of suppliers regardless of size, location, or technical requirements.

We offer the following resources:

- Customized enablement strategy: Use our team's expertise to help you design and develop the most effective enablement strategy for your suppliers based on their profile, purchase order (PO) and invoice volume, and spend. Our approach includes duplicate detection (deduping) and segmentation of your vendor master data to effectively target and onboard suppliers in tiered waves that align with your priorities and objectives.
- The supplier enablement team is comprised of 700+ employees dedicated to enabling procurement transformation projects from all over the globe to be successful.
- Automated verification capabilities for IRS TIN/Name
- Implementation support, system testing, and project management: We can help you create the processes, infrastructure, and materials necessary to enable and support suppliers. We also implement project management and quality assurance procedures critical to success.



- Comprehensive business process and geographic coverage: Our scalable, end-to-end approach drives supplier adoption across a broad set of business processes, including catalog management, PO delivery and confirmation, electronic invoicing, payment remittance, dynamic discounting, and payables and receivables financing.
- Supplier education: We offer extensive materials for supplier training and support, including user guides, FAQs, technical documentation, and free online seminars that explain the basics of using SAP Ariba Business Network. We can also deliver your account specific information to suppliers through a supplier information portal embedded in SAP Ariba Business Network.
- Supplier tracking, follow-up, and support: Standard reports make it easy to track the enablement progress of suppliers throughout the process, and the help desk provides 24x7 application-related customer support and issue resolution.

Data collection and validation: We have solutions to help you manage data collection and validation to improve data quality and help facilitate accuracy and relevance.

## 4. Buyer Portal

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### 4. Buyer Portal– Vendor

The Buyer Portal component of the system must provide functionality that acts as a personalized single point of entry ("front door") to initiate the full life cycle of procurement activities for Participating Entity users. The Buyer Portal must deliver valuable content unique to the user once logged in.

Response requirement:

- RTM: Tab 3, BPRT-1 through BPRT-15
  - Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of the Buyer Portal.
- 

The State envisions a single point of entry to procurement processes via a "Front Door." SAP Ariba has for many years and continues to provide an integrated source to settle platform that will provide users a single place to interact and complete the source to settle functions. Historically, the SAP Ariba "Front Door" opened and users regardless of role/job (persona) would land in the application and view a dashboard. The dashboard was and continues to be configurable, but for casual users (Bill the Maintenance Guy), this view isn't ideal. Bill would rather have a consumer like shopping experience and in context guidance (Need Identification) to make the correct procurement related decision/transaction. Conversely, power users (buyers/analysts) require a configurable dashboard to view the status of critical tasks, to-dos/inbox, and manage the processes they are responsible for (solicitations, supplier on-boarding, contracts, etc.).

To satisfy the unique requirements of the distinctly different groups of users, we propose directing casual users (Bill the Maintenance Guy) and buyers/analysts to their preferred view of SAP Ariba from the existing Maine and other Participating Entity external facing portal site. Each group will be logged in leveraging single sign on and may carry out the processes as required by their unique role within the State. Leveraging SSO/LDAP and SAP Ariba security groups each user will have tailored access to functionality based upon who they are and what they are required to do on behalf of the State.

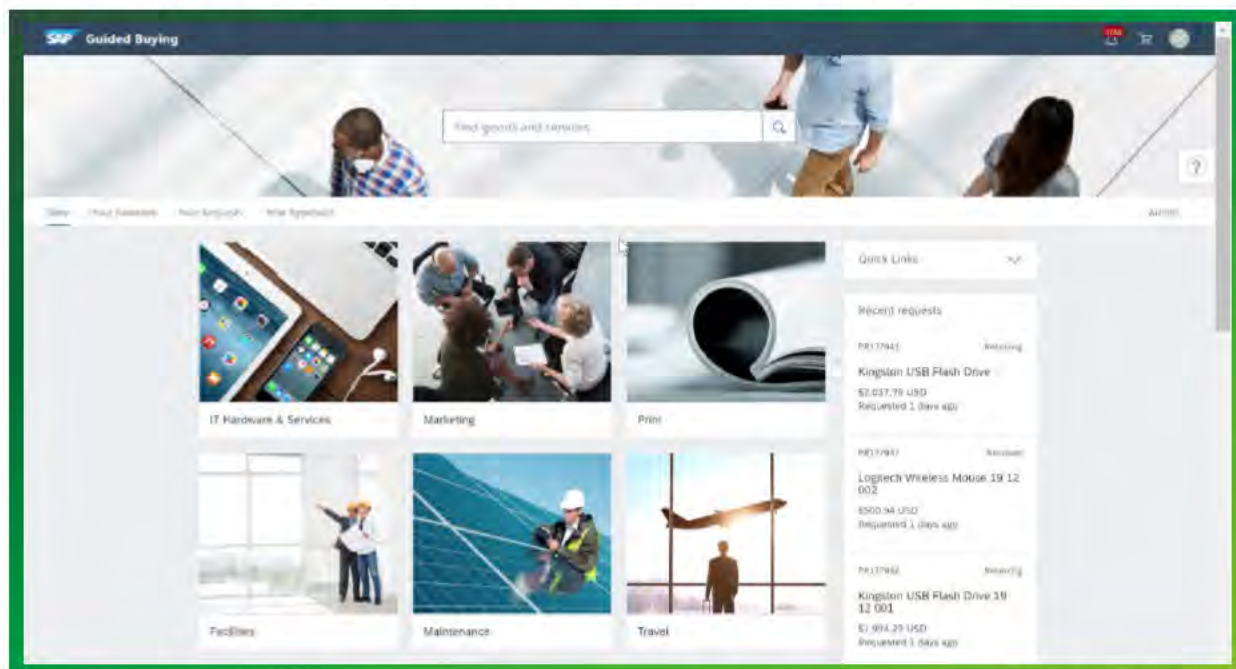
Once logged in Users (casual user & power user) can maintain their preferences and complete their required work. Below are lists of some actions that may be taken by user type.



Casual Users may:

- Leverage Need Identification support
- Purchase via State Contracts, Catalogs, Open Marketplace
- Complete forms (solicitation request, contract request, supplier request, complaint to vendor, etc.)
- Be linked to other relevant solutions (Service Now, Travel & Expense, etc.)
- Power Users may:
  - Configure dashboards
  - Leverage pre-packaged reports
  - Create ad hoc reports
  - Manage and review supplier records, solicitations, contracts and other documents stored in the solution
  - Create notification tasks within the appropriate process to communicate internally and externally
  - Post solicitations/opportunities

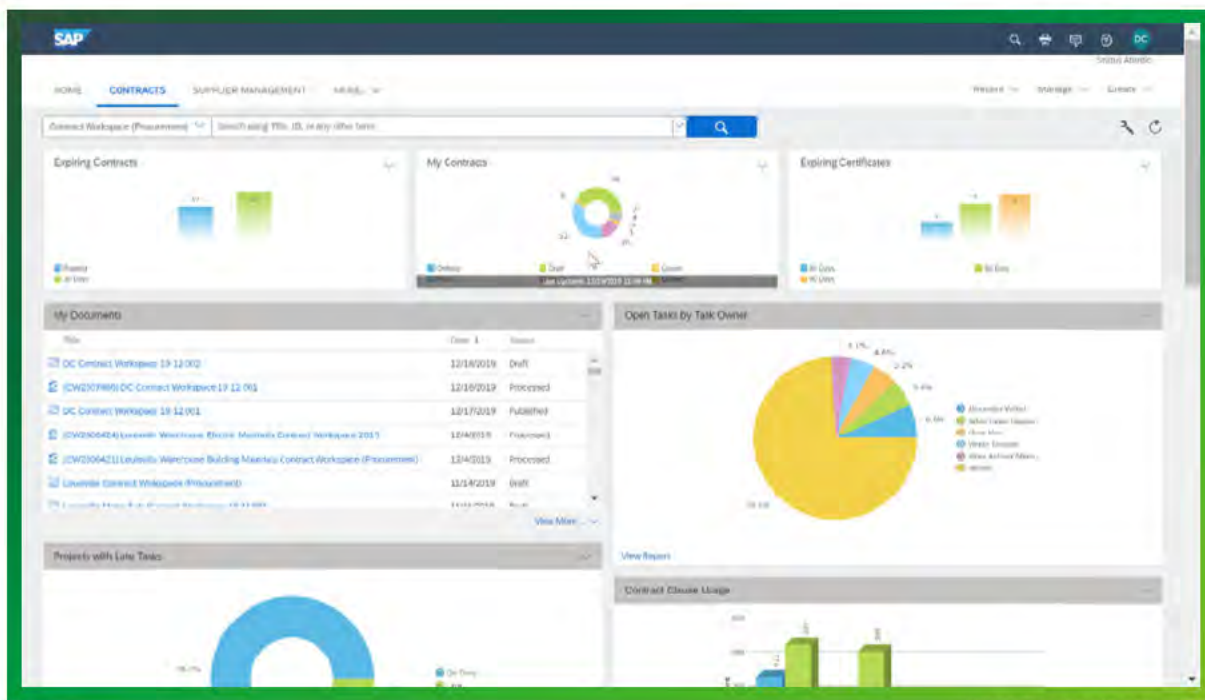
From a transactional integration perspective, and in addition to the capabilities listed above, external orders may also be imported into SAP Ariba; and can even go through an additional approval workflow before the orders or sent to the supplier, offering a flexible architecture to accommodate the State's requirements and processes.



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**Figure 14. Casual User Landing Page (Need Identification).**

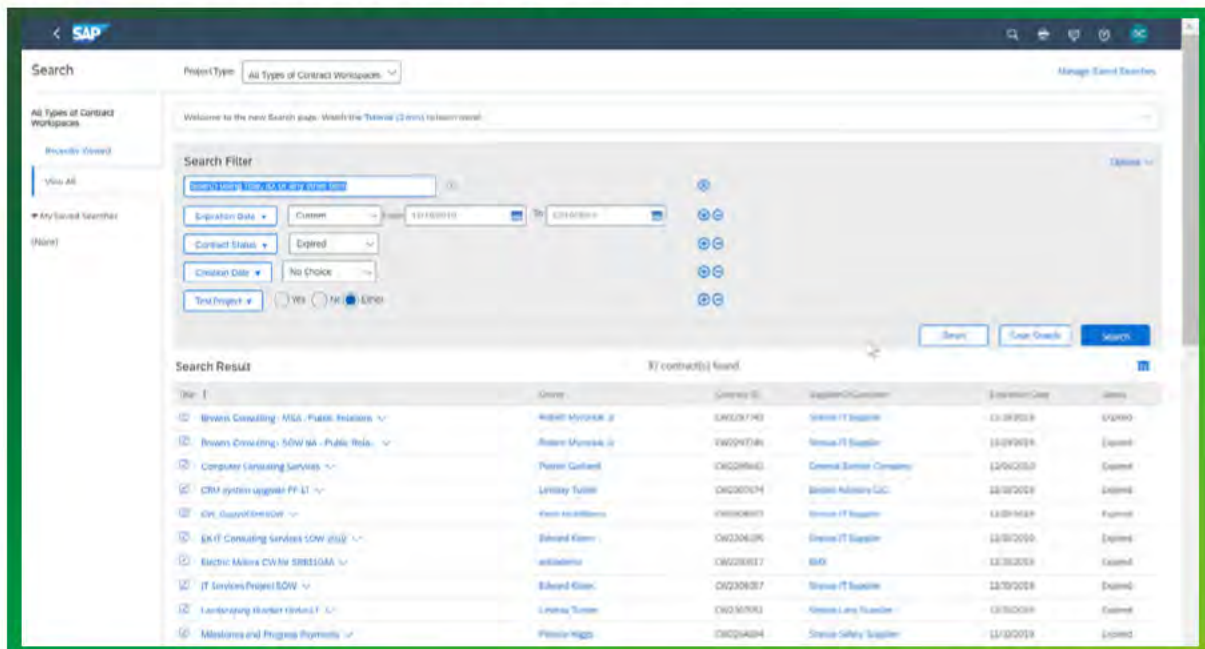
Note: Need Identification is a component of the Casual Users landing page and will provide guidance to the appropriate buying channel.



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Figure 15. Power User Landing Page.

Note: Each Power Users landing page will be a configurable and personalized dashboard that contains relevant reports, to-do lists, actions to support the users job function.



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Figure 16. Drill Down from Action Tile (expiring contracts).

Example of drilling into Expiring Contracts and the ability for the user to open the contract and complete required tasks.



## 5. Need Identification

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### 5. Need Identification – Vendor

The Need Identification component of the system provides functionality for a user to initiate any type of procurement action with configurable business rules to support Participating Entities custom business needs. The user interface must be user-friendly, intuitive, flexible and adaptable to support users.

#### Response requirement:

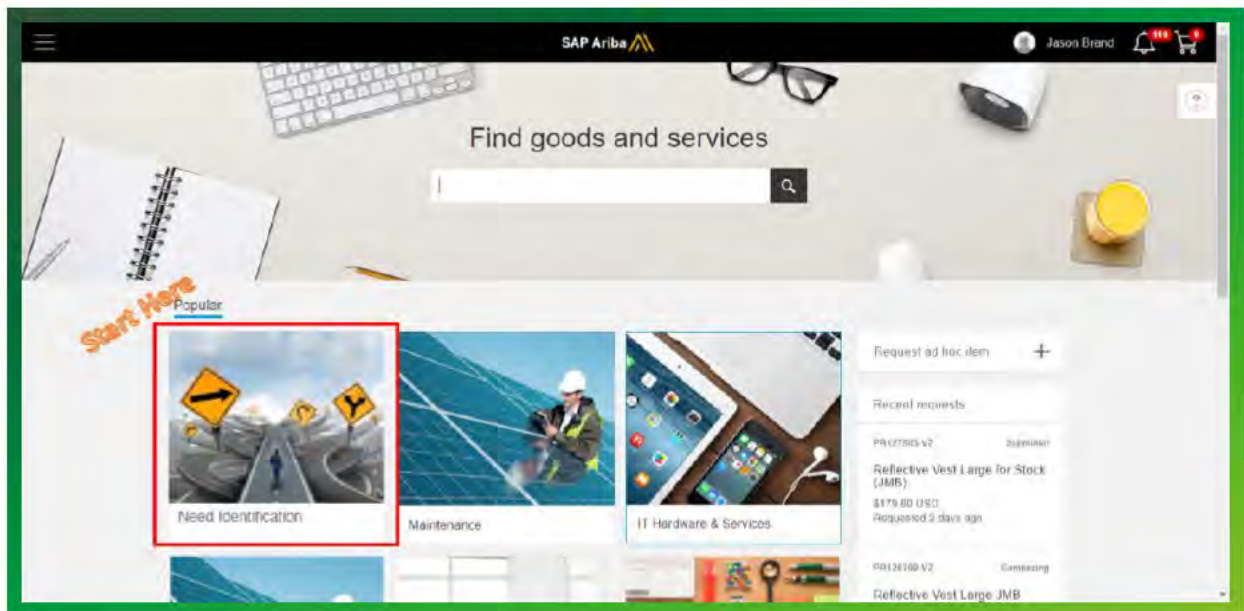
- RTM: Tab 3, NEED-1 through NEED-7
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of Need Identification.

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Ease of Use and Compliance are cornerstones of a successful eProcurement transformation. SAP Ariba understands this and has invested significantly in a revolutionary interface called “Guided Buying.” Guided Buying delivers on the promise to truly transform eProcurement. Leveraging Guided Buying the State will provide its users with a consumer like shopping experience that provides access to catalogs, State Contracts, and guidance within the context of the procurement process to facilitate compliance, while maintaining user satisfaction. The result, happy users, compliance to State policies, more spend under management, and reduced maverick spend.

Whether a casual user, or experienced department admin, or anything in between, you will have access to a solution that allows for easy completion of required purchases. Guided Buying will truly be the front door to the Participating Entity’s procurement activities. Users may be redirected to other solutions (ServiceNow, travel and expense, etc.), complete request forms (supplier, solicitation, contract etc.), and complete other required tasks (complaint to vendor, quick quotes, etc.).

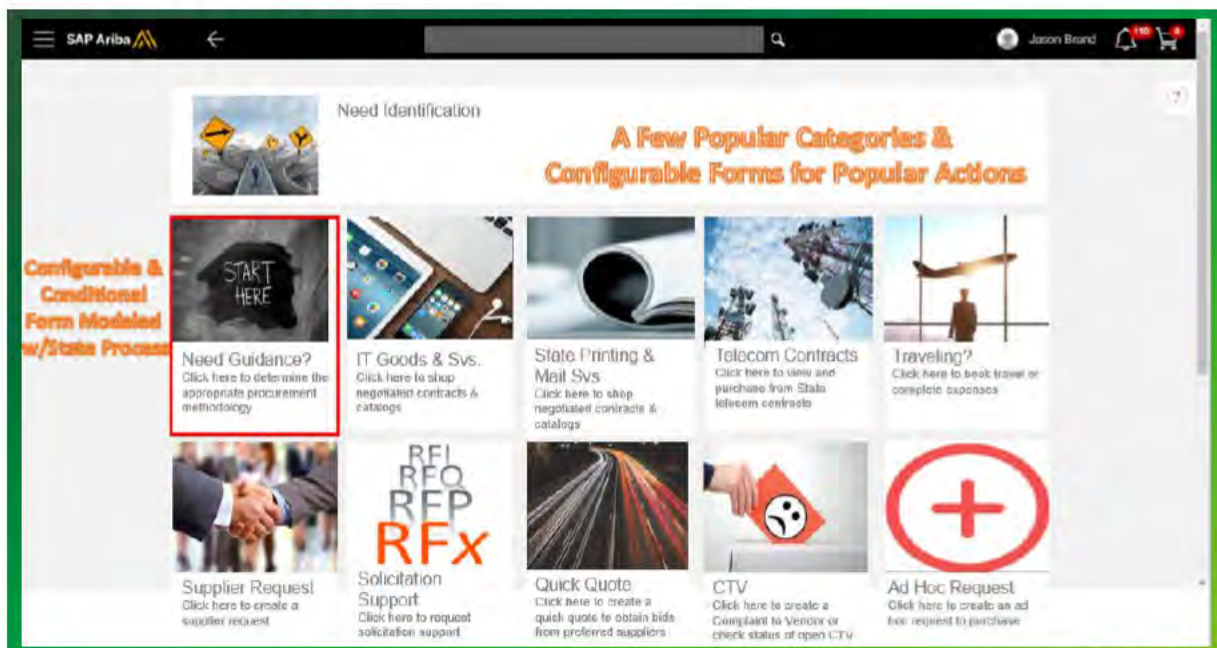
SAP Ariba believes that Guided Buying is the perfect solution to Need Identification. It is consumer like, intuitive, and highly configurable. Rather than build an additional solution for Need Identification and direct the user to the procurement application after completing a process, it is suggested to place the user directly in the solution and provide in context guidance based upon State policies and procedures. Policy warnings can be configured and displayed to the user as they “shop.” Highly configurable approval workflows can place the right person/group into the requisition approval process. By leveraging all that Guided Buying offers the State can streamline its procurement processes. The result, satisfied users and compliant spend.



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Figure 17. SAP Ariba Guided Buying Home Page Tiles.

Example of a mocked-up landing page including a “Need Identification” tile that will provide the user guidance to the correct procurement process.



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Figure 18. SAP Ariba Guided Buying Landing Page Tiles.

The “Need Identification” tile will provide the user access to relevant actions available. If the user is not certain what action to take, they may leverage a decision tree/policies via the “Need Guidance” tile in the upper left. The actions available to the user are configurable and would be defined during deployment.



## 6. Request through Pay

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### 6. Request through Pay– Vendor

The purchase Request through Pay components of the system provides functionality to automate the ordering process from the end-user purchase request through authorizing payment for the resulting order. Key components include:

- Purchase request;
- Catalog shopping to drive spend to existing contracts;
- Access to external retail marketplaces products;
- Intelligent workflow engine to apply entity and enterprise-wide business rules;
- On-line approvals;
- Electronic order dispatch;
- Receiving;
- Electronic and paper invoicing;
- Invoice matching for payment authorization;
- 3-way match for payment authorization; and
- Integration with Finance System.

The Solution must also provide the capability to support the procurement of services from pre-established services contracts (e.g. Professional Services, Contingent Labor, Healthcare Services) that may include characteristics such as deliverable-based fee services. This specialized type of purchasing would need functionality to address scope/need definition (e.g. SOW), contract supplier submission of quotes with attachments (e.g. resumes, specifications), quote evaluation/selection, order generation and receiving concepts such as recording of timesheets, deliverables acceptance, milestone completions and expenses.

#### Response requirement:

- RTM: Tab 3, PRD-1 through PRD-62; WRK-1 through WRK-28; PO-1 through PO-29; PC-1 through PC-21; RC-1 through RC-21; INV-1 through INV-11
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution components that will meet the objectives and requirements of purchase Request through Pay.

Automation of the source to settle process is critical to achieving contract compliance, realizing sourced savings and delivering value to the State. Built on robust and highly-scalable architecture, SAP Ariba Buying and Invoicing provides full source to settle functionality for users and commodities so you can quickly locate and collaborate with suppliers for goods and services and process every purchase from requisition to reconciliation. Through SAP Ariba Buying and Invoicing, the State can automate, improve, control and monitor procurement to realize immediate process efficiencies and cost savings.

SAP Ariba Buying and Invoicing is natively integrated to the world's largest business network, the SAP Ariba Business Network. This native integration will allow the State to seamlessly transact with the State's suppliers to facilitate automated procurement transactions (Purchase Orders, Order Confirmations, Ship Notices, and Invoices).

The request through pay workstream is the heart of the eProcurement solution starting with a purchase requisition and concluding with the receipt of an electronic invoice via the SAP Ariba Business Network. As described in the "Need Identification" section above, "Guided Buying" will be the front door to procurement and will serve as the solution to create purchase requisitions. Purchase orders are created automatically after the requisition is fully approved. The approval workflow is highly configurable and will be configured to meet the States requirements. Purchase orders will be sent to suppliers via the SAP Ariba Business Network. Subsequent change orders will be routed to suppliers via the SAP Ariba Business Network as well. Change orders will be subject to a configurable workflow. Leveraging the SAP Ariba Business Network suppliers can create an order confirmation, advance ship notice and invoice. All of which is accomplished electronically to streamline the source to settle process.



## 7. Catalog Capability

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### 7. Catalog Capability– Vendor/Deloitte

The Catalog components of the system provide the functionality to maintain contract/non-contract catalogs in the shopping component of the system as described in Section C., 6. Above (Request through Pay). Catalog content can be hosted within the system or made available by 'punching out' to the supplier's shopping website. Contract catalogs must be capable of being automatically generated as part of the award process through integration with the Sourcing and the Contract Management component of the system. Maintenance of contract catalog content throughout the life of the contract/agreement must be available through integration with the Contract Management component of the system.

Other key components include utilities for suppliers to setup, manage and maintain their catalogs. User access to these utilities should be controlled through definition and assignment of roles. Workflow functionality should also be available to automate authorized Participating Entity user review and approval of catalog content before it is made available.

The Solution must provide an open marketplace environment that provides access to the aforementioned catalog components and to other non-contract, external internet retail or commercial markets of goods/services, as authorized by the Participating Entity. This environment provides the buyer with a supported "catalog of catalogs" shopping experience with a single view of all sources as described in Section C., 6. Above (Request through Pay). The objective of this experience is to give the user options to make the best possible purchasing decision that optimizes price, quality, terms/conditions, and policies. A key aspect of the open marketplace environment is that it will allow the Participating Entity to effectively manage spend.

Support and maintenance of the open marketplace that supports the Participating Entity in the overall management of the open marketplace environment inclusive of: integrations with online suppliers; regular (or real time) synchronization of products, prices for items in the catalog; available products and services; establishment of contracted Suppliers within the marketplace as well as the overall management, maintenance and operations of the technical elements that comprise this "catalog of catalogs" environment as to comply with Participating Entity operating, service level and performance requirements.

Bidders must provide continuous support of both Suppliers with contracts and non-contract Suppliers offering goods and services in the open marketplace environment. Bidders should also provide on-going support functions to continuously and proactively expand the open marketplace environment ecosystem with additional non-contract and retail/commercial market products and services.

Response requirement:

- RTM: Tab 3, CAT-1 through CAT-40
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Catalog Capability.

SAP Ariba Catalog helps display relevant and current content to your procurement users. It provides cross-catalog search functionality among local catalogs, inventoried items, a spot buy marketplace, and punchout catalogs. With this procurement content solution, you can highlight preferred suppliers to drive more purchasing to your preferred buying channels.

With SAP Ariba Catalog, suppliers can upload their content using a single, simple user interface. And with recently launched, innovative capabilities, they have enterprise-grade content management tools to define, validate, and enrich catalog content.

By creating catalog rules to cleanse and enrich the data, you'll be assured of compliant, error-free catalogs while you monitor content quality with your new dashboard reports.

SAP Ariba Catalog Features:

- Consumer-like shopping cart with intelligent fuzzy search, parametric refinement, and side-by-side comparison to simplify search, comparison, and buying
- Rapid supplier catalog enablement to maximize spend coverage
- Single solution to consolidate management of goods and services, optimizes spend control
- Automated catalog verification to speed catalog updates, reduce workload, and increase catalog accuracy
- Advanced contract compliance to address the most complex pricing and deliver maximum savings
- SaaS deployment for rapid launch, low IT burden, integrated best practices, and fast time to value
- Level 2 punchout catalogs to simplify ordering and direct buyers to preferred products
- Relevance ranking and icons to focus buyers on preferred suppliers and products such as MWBE, Green, Local, and other designations

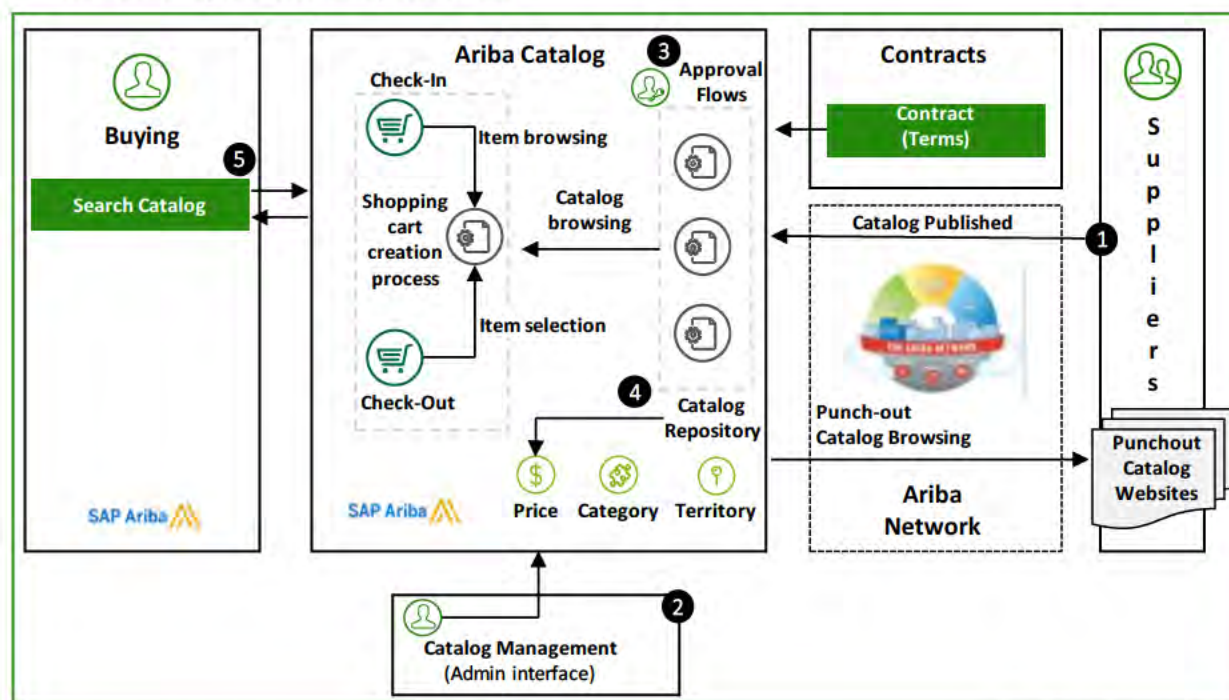
In addition to the functionality noted above, SAP Ariba also has the Spot Buy catalog solution, a business-to-business (B2B) marketplace that makes it easy for end users to find and buy non-sourced goods with competitive price and delivery options.

Here's how it works:

1. Find: When an item can't be found in the company catalog, users search the SAP Ariba Spot Buy catalog, filtering results by category, brand, and price.
2. Approve: Configurable business rules and spot buy-specific workflow enforce corporate policies.
3. Buy: Approved purchase requisitions trigger checkout, secure payment, and shipment of goods.

This innovative capability provides:

- An easy way to quickly find and buy what you need from among more than 10 million items
- A trusted source of supply from hundreds of pre-enabled suppliers
- Control, because you customize it according to your policies and procedures, and then receive detailed data for monitoring and reconciling transaction



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Figure 19. SAP Ariba Catalog process flow.

**SAP Ariba Business Network catalogs** – AN Catalogs must be submitted by your AN Suppliers through their SAP Ariba Business Network Supplier accounts for syntactic and business validation purposes. Your AN Suppliers can upload their “static” catalogs in following formats: XLS (SAP Ariba “CIF” Template), CIF (text), XML. Punch-Out catalog (1 URL per ANID) can also be enabled by AN Suppliers using the “Punch-Out Only” button (level 1) or via CIF format (level 2) upload using the “Create Standard” button. If the AN Catalog is validated on the AN Supplier account, then it is pushed to your AN Buyer account. Then the AN Catalog subscription can be downloaded either manually or automatically via synchronization into your procurement solution.

**Internal catalogs** – They must be imported by the customer Catalog Managers through the “Catalog Manager” section in SAP Ariba Administrator by clicking the “Import New Catalog” button. Catalog Managers can upload internal catalogs in the following formats: CIF (text), XML

**SAP Ariba Catalog validation rules** – Set of constraints set up on the AN Buyer account and applied to catalog items loaded in the AN Supplier account. Four rules can be set up. “Validate UNSPSC codes against version”: The default version is 12.2, but SAP Ariba recommends using version 13.5. “Disable commodity code (UNSPSC) checking”: If checked catalogs are NOT validated against UNSPSC. “Disable unit of measure (UOM) checking”: If checked catalogs are NOT validated against UoM. “Ignore zero (0) price values”: If checked catalogs which contain items with zero price do NOT return error when imported. The last three options are unticked by default. In other words, there is validation against UNSPSC, UoM, and catalogs cannot contain items with zero price.

**Catalog Approvals** – The SAP Ariba Business Network Catalog Manager will receive notifications when a catalog file has been published to the SAP Ariba Business Network. Therefore, the Catalog Enablement Lead and Customer Catalog Manager email addresses should be set up in the customer’s Buyer AN account. If the catalogs is internal (not from the SAP Ariba Business Network) the SAP Ariba Catalog Manager will manually import the catalog, and submit it for approval, then the catalog approval notification will be sent to the Catalog Approver group (default approval rule).

**Catalog Item Type:**

- Non-catalog Item, created by a requester on an ad-hoc basis, usually if a desired item is unavailable. Exist on a “per shopping cart” basis. Can be disabled if required.
- Partial Item – Price is left blank when loading these items to APC. This is done for frequent price changes on an item
- Parametric Item – Items with additional customization requirements. Best example is specifying the size and color for a pair of shoes. The attributes can be a simple text box, a yes/no radio button, a pull-down list, etc. The option allows the administrator to reduce the total number of lines in the catalog, replacing them with one easily configurable item.
- Punchout Item – Allows requester to “punch out” to supplier hosted catalog, where items can be added to the shopping cart and returned to SAP Ariba. This is a great option for suppliers who provide a large number of items or who update content and pricing frequently.

**Catalog Types:**

Internal catalogs: Also referred to as static catalogs. It is a text file usually created by the supplier, forwarded to the customer, and manually loaded to APC.

SAP Ariba Business Network catalogs: Similar to internal catalogs, but these catalogs are created, and maintained by AN Suppliers. An Excel-based tool (CIF template) can be obtained by suppliers through the Supplier Education Portal. Catalogs are synchronized from the SAP Ariba Business Network to the SAP Ariba procurement solution. They are easily identifiable in the User Interface because there is an icon next to the subscription name.

**Level 1 and 2 PunchOut catalogs** – Allows users to access catalog content residing at a supplier's interactive e-commerce web site. Only the supplier can control and maintain its content (PunchOut catalogs are NOT hosted at SAP Ariba). Important note: Only 1 Punch-Out catalog (unique URL) can be loaded per SAP Ariba Business Network Supplier account (unique ANID). The Supplier must be enabled.

**Catalog View** – The Catalog Views task allow you to control access to the catalog based on a set of constraints you define. There are two approaches you can take to defining a catalog view: Start with everyone having access to the entire catalog and then narrow that access based on a set of criteria. Start with no one having access to the catalog and then broaden that access based on a set of criteria. Restrict first by access to user group or cost center: Hide items from selected users based on commodity code, kit, supplier, catalog subscription

**Catalog Kits** is a bundle of items that you can put together, so that the user can add the whole bundle containing all items to the Requisition/Shopping Cart. Catalog Kits appear as a single item, and they are searchable in the User Interface just as regular items. When you click on a Catalog Kit, you can see its content. During the creation of a Catalog Kit, the administrator can decide if the items are required or not. An item that is required in a Catalog Kit means that the item cannot be removed from the Requisition/Shopping Cart if it has been added as part of a Catalog Kit. Items that are not required can be removed from the Requisition/Shopping Cart. The administrator can configure an Approval Flow for Catalog Kits so that the Kits require approval before they are published

### **Tiered Pricing**

**Amount Based Volume Pricing:** Item price is based on dollar amount purchased. Volume price can be cumulative [based on \$ amount of all release orders placed against contract] or apply only to individual release amounts

**Quantity Based Volume Pricing:** Valid for item-level contracts only. Item price is based on quantity purchased. Volume price can be cumulative [based on total quantity of all orders] or apply only to individual order quantities

**Amount Based Volume Discount:** Discount percentage is based on dollar amount purchased. Discount can be cumulative [based on \$ amount of all release orders placed against contract] or apply only to individual release amounts

**Quantity-Based Volume Discount:** Valid for item-level contracts only. Discount is based on quantity purchased. Discount can be cumulative [based on total quantity of all orders] or apply only to individual order quantities

## **8. Sourcing/Bid Management**

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### **8. Sourcing/Bid Management– Vendor**

The Sourcing components of the system provide functionality to automate the entire solicitation process for both the buyer and the supplier. All types of solicitations can be created leveraging standard templates and libraries. Formal or informal, sealed or un-sealed, complex or simple. Other key functionalities include initiating solicitations from a requisition, public posting, supplier notification, evaluation of bids/proposals, making the award and the integration with other solution components to automate the creation of catalogs and contracts.

#### **Response requirement:**

- RTM: Tab 3, SRC-1 through SRC-151
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Sourcing/Bid Management.

---

SAP Ariba Sourcing will help the Participating Entity improve upon the existing solicitation process. SAP Ariba Sourcing is the most widely adopted and complete strategic sourcing offering in the marketplace used by thousands of customers to create and implement competitive best-value agreements.

By combining best-in-class sourcing and negotiation technology with access to a global network of suppliers and unparalleled strategy and category expertise, SAP Ariba Sourcing enables organizations of multiple industry, size, or geography to drive fast, sustainable results by automating and streamlining critical tasks across the sourcing lifecycle, including:



- Strategy development – Identify savings opportunities, assess market dynamics, and develop an informed sourcing strategy
- Sourcing and negotiating – Identify and qualify suppliers, negotiate best-value agreements, derive optimal award allocations, drive project collaboration, and standardize processes and manage knowledge
- Monitoring and managing suppliers and agreements – Quickly implement supplier agreements, track and realize savings, and manage supplier performance

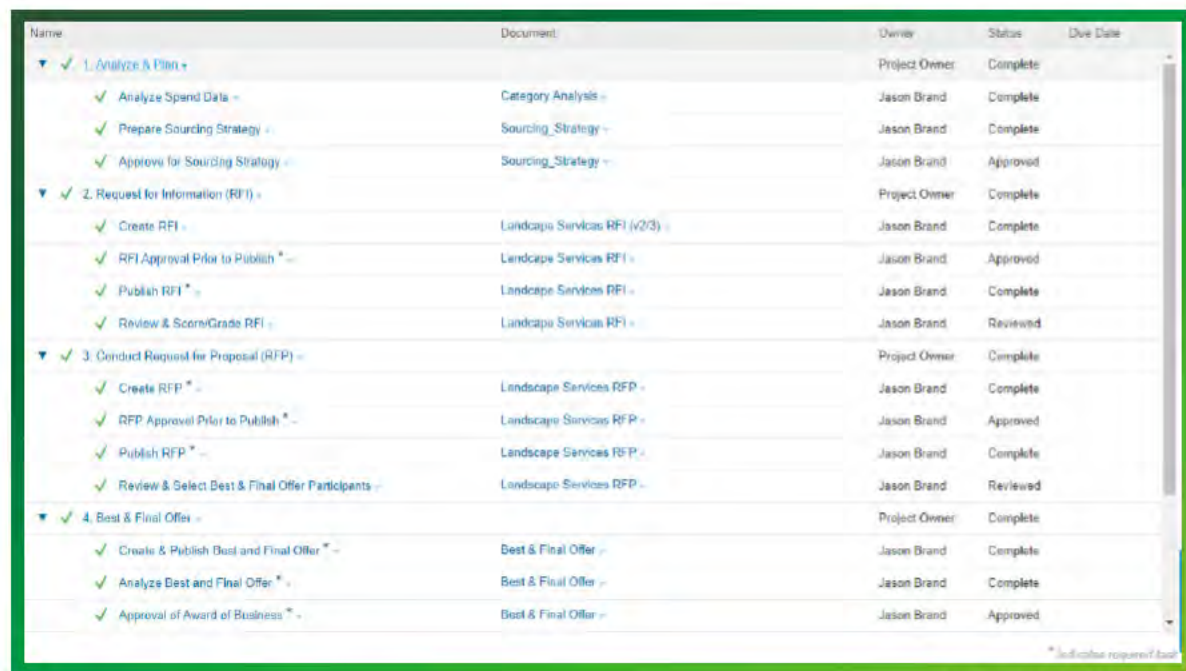
The State will benefit from out of the box features and functions that can be configured to support the State's specific requirement. Features include; robust RFx (ITB, RFI, RFP, etc.) creation and management, integration to SAP Ariba Discovery supporting public posting, sealed envelope bidding, bid analysis and optimization, scoring and grading, conditional content, communication and messaging internally and externally, and direct integration to SAP Ariba Contracts.

Benefits other SAP Ariba customers have achieved leveraging SAP Ariba Sourcing include price reduction of 8-14%, identification of qualified suppliers via SAP Ariba Discovery, reduction in solicitation cycle times (up to 50%) and reduced administrative costs (up to 15%).

The solution supports the entire solicitation process inclusive of the electronic solicitation and the supporting tasks and process that are required to complete a successful solicitation. The State and its Agencies/Organizations can configure robust process templates tailored to their unique requirements. For example, one Agency may configure an RFP process that includes a series of phases, tasks, terms & conditions, questions, reviews, approvals etc. that are unique to their solicitation process. Another Agency may be required to follow a slightly different process. Leveraging configurable templates this will not be a problem, rather it will become a benefit for the State. Users will have a defined process to follow which will include the appropriate documents and language to complete the solicitation. The result, a streamlined and compliant process.

The solution also supports other critical components of the solicitation process including addendums, amendments, Q&A, supplier notifications, supplier communications, internal communications, document management, etc.

SAP Ariba Sourcing is natively integrated to SAP Ariba Contract Management, this will allow the State to create state-wide Contracts, Agency-specific contracts, Project-specific/one-time contracts, or Purchase Orders. The resulting contracts will be available for users to review and procure against as required.



| Name                                              | Document                      | Owner         | Status   | Due Date |
|---------------------------------------------------|-------------------------------|---------------|----------|----------|
| 1. Analyze & Plan                                 |                               | Project Owner | Complete |          |
| ✓ Analyze Spend Data                              | Category Analysis             | Jason Brand   | Complete |          |
| ✓ Prepare Sourcing Strategy                       | Sourcing Strategy             | Jason Brand   | Complete |          |
| ✓ Approve for Sourcing Strategy                   | Sourcing Strategy             | Jason Brand   | Approved |          |
| 2. Request for Information (RFI)                  |                               | Project Owner | Complete |          |
| ✓ Create RFI                                      | Landscape Services RFI (v2/3) | Jason Brand   | Complete |          |
| ✓ RFI Approval Prior to Publish *                 | Landscape Services RFI        | Jason Brand   | Approved |          |
| ✓ Publish RFI *                                   | Landscape Services RFI        | Jason Brand   | Complete |          |
| ✓ Review & Score/Grade RFI                        | Landscape Services RFI        | Jason Brand   | Reviewed |          |
| 3. Conduct Request for Proposal (RFP)             |                               | Project Owner | Complete |          |
| ✓ Create RFP *                                    | Landscape Services RFP        | Jason Brand   | Complete |          |
| ✓ RFP Approval Prior to Publish *                 | Landscape Services RFP        | Jason Brand   | Approved |          |
| ✓ Publish RFP *                                   | Landscape Services RFP        | Jason Brand   | Complete |          |
| ✓ Review & Select Best & Final Offer Participants | Landscape Services RFP        | Jason Brand   | Reviewed |          |
| 4. Best & Final Offer                             |                               | Project Owner | Complete |          |
| ✓ Create & Publish Best and Final Offer *         | Best & Final Offer            | Jason Brand   | Complete |          |
| ✓ Analyze Best and Final Offer *                  | Best & Final Offer            | Jason Brand   | Complete |          |
| ✓ Approval of Award of Business *                 | Best & Final Offer            | Jason Brand   | Approved |          |

\* Indicates required task

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Figure 20. Solicitation Project Management.

SAP Ariba Sourcing supports the entire solicitation process including the “project management” components. Above you can see the process phases and tasks the user was required to complete as part of the solicitation. The phases/tasks are configurable by the State and may vary based upon Agency/Organization, commodity, etc.

Back

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Figure 21. Supplier Proposal Review.

Proposals are received electronically and are automatically available for comparison side by side within the user interface (unless configured otherwise including envelope and sealed bids). Users may score/grade responses leveraging delivered functionality. Upon completion side by side comparison by score, price, etc. can be done quickly and easily.



## 9. Contract Management

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### 9. Contract Management– Vendor

The Contract Management components of the Solution encompass all aspects of contract development, tracking, electronic signature, and administration. Contract document authoring is automated through templates and libraries to provide consistency across the Participating Entity. Workflow functionality provides oversight by automating the review and approval processes.

Key contract administration functions address management of subcontractors, identification of authorized resellers (dealers, distributors, etc.), tracking and managing Supplier sales reports, Contractor performance and compliance as well as amendments and renewals.

#### Response requirement:

- RTM: Tab 3, CNT-1 through CNT-88
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Contract Management Capability.

Contract management is of critical importance to effectively manage and facilitate the procurement process. Yet in many cases contracts are recorded on paper documents with disconnected offline tools and no process standardization and limited governance. The result is inefficient, costly, and long contract cycles that make monitoring, managing, purchasing off agreements, closing out contracts a challenge. And, perhaps worse, a failure to facilitate compliant procurement and recognize negotiated savings. Of course, there is a better way. Leveraging an integrated platform to support an eProcurement transformation will allow the Participating Entity and its users to facilitate procurement contracts to make procurement complaint and easier.

SAP Ariba Contract Management solution helps procurement, legal, and administrative professionals tasked with driving contract management to manage types of agreements including materials, services, statements of work, etc. With SAP Ariba Contracts, the State can develop the best possible agreements by addressing the two major components of the contract lifecycle:

- Contract Management: from contract request, contract authoring, and workflows to address the contracting process, negotiation and approval, and contract execution with electronic signatures
- Contract Administration: including ongoing compliance and performance management through task-driven reminders, vendor sales reports, search and reporting capabilities, and contract-amendment and renewal activities

With SAP Ariba Contract Management, the State can connect directly with suppliers when creating, negotiating, executing, and managing the ongoing administration of contracts. This means greater efficiency, lower administrative costs, and improved relationships that result in better agreements. The contract management process shouldn't conclude with signatures and the agreement living within a siloed repository. The contract should be the basis for goods and services procurement. SAP Ariba understand this, and the contract will serve as the bridge from the strategic sourcing process to the transactional procurement process. This is facilitated via the integrated platform.

SAP Ariba Contract Management is natively integrated with Sourcing which allows the creation of a contract directly from the solicitation award. The resulting contract will be stored in a central repository and can be published to SAP Ariba Buying and Invoicing. Leveraging Guided Buying users can quickly and easily purchase off contracts. The user isn't required to search for and find the contract, rather it is directly tied to and underlies goods and services that are available in the "Marketplace." Users responsible for ongoing contract administration may configure notifications, facilitate performance management processes (qualitative and quantitative), and complete contract close out as appropriate.

The State's contract management requirements can be met leveraging SAP Ariba Contract Management. The solution supports the configuration of "Contract Workspace Templates" and "Contract Documents." Each of which can vary based upon Agency/Organization, commodity, etc.

Leveraging the Contract Workspace Templates, Contract Documents, and Clause Library the State and its Agencies/Organizations can configure the solution to meet their unique requirements (process steps, approvals, terms & conditions, etc.). The solution will also streamline the contract management process. Compliance is delivered via approval workflows, version control, and a full audit trail for each contract created, negotiated and executed within the solution.

SAP Ariba Contract Management will also provide the State visibility to the contract management process including, specific contracts, amendments, renewals, expirations, and terminations. State users can configure their Dashboard to monitor and track the status of contracts, obtain expiration notifications, complete to-do tasks, and drill into the details of relevant contracts. Users may also leverage the search feature to locate a contract quickly and easily within the repository. Searches can be done via keyword and/or leveraging various filters.

We understand the State's desire to centralize all contracts and understand the associated challenges. The proposed solution can house contracts from local government, authorities, and higher education entities. Their contracts may be integrated/loaded into the solution in mass and/or as completed. Loading externally negotiated contracts into the solution and coupling them with other procurement documentation will allow the State to store procurement files in a single place (the proposed solution).

The proposed solution is delivered with native reporting and analytics, including numerous pre-packaged reports. Users will leverage their dashboard comprised of critical reports and action-oriented charts and to do lists to manage their workload daily.

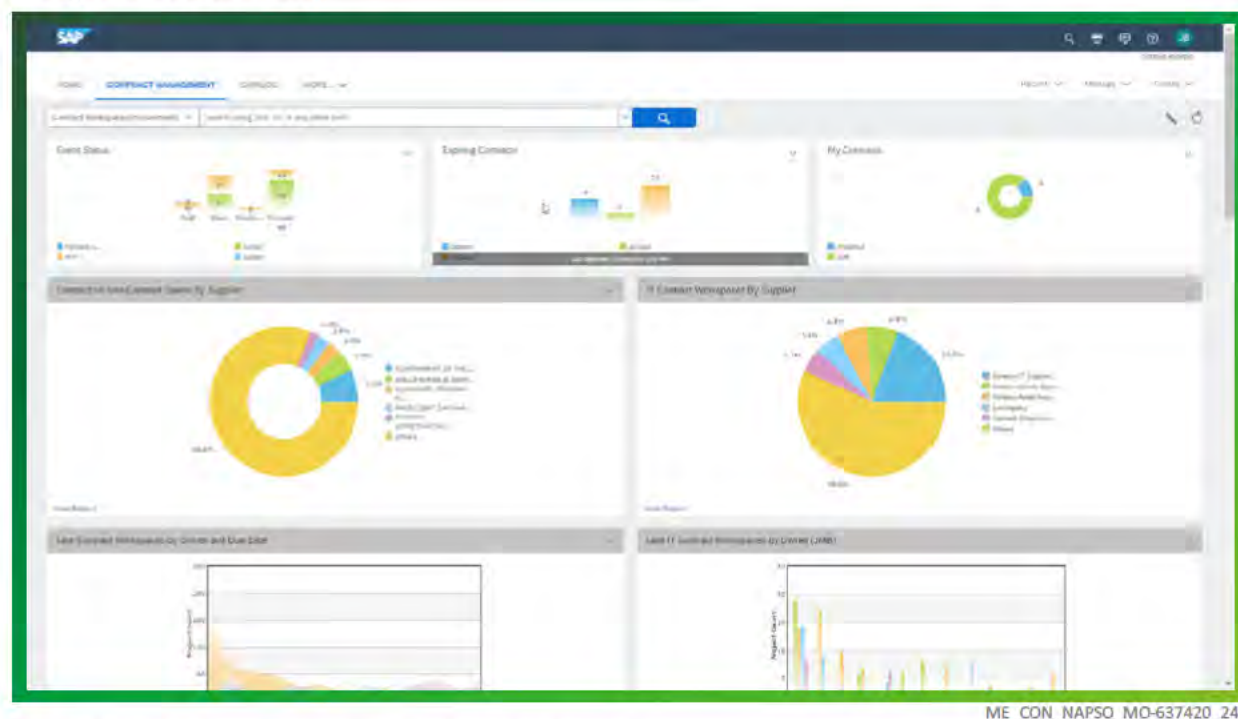


Figure 22. Contract Management Dashboard with Charts from Reports.

## 10. Vendor Performance

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### 10. Vendor Performance– Vendor

Vendor Performance management is a business practice that is used to measure, analyze, and manage the performance of a Supplier in an effort to cut costs, alleviate risks, and drive continuous improvement. The ultimate intent is to identify potential issues/risks and their root causes so that they can be resolved/managed to all parties benefit as early as possible. The electronic procurement Vendor Performance functionality must capture Vendor performance information and data including, but not limited to, delivery dates, receipt dates, pricing accuracy, cure letters, contract milestone completion, and customer surveys. The data must be collected in a manner that allows for reporting and analysis. The solution will provide the Participating Entity with a means to assess, track, manage and report Supplier performance across all procurement activities and include capabilities to capture and address performance complaints/issues.

Response requirement:

- RTM: Tab 3, VPE-1 through VPE-25
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Vendor Performance Capability.

SAP Ariba SLP provides comprehensive tools to better manage suppliers. It helps in reducing onboarding and qualification cycle time and scale compliance for the entire supply base. The solution capabilities are designed to:

- Provide you with a single, up-to-date supplier record
- Make it easy for suppliers to maintain their own information
- Let you manage suppliers based on specific parameters
- Help you operate with speed and consistency in the entire procurement process

SAP Ariba Supplier Performance Management enables companies to define, measure, aggregate and act upon the performance metrics of their supply base, including bringing together qualitative and quantitative information and collaborating with suppliers. Benefits of SPM include:

- Ability to capture all supplier value — ensuring suppliers to perform to expected metrics and service levels
  - Improved delivery through proactive collaboration with key suppliers improves processes, costs, and awards more business to high performers (quality, timeliness, and other key performance indicators)
- Avoidance of critical supply problems via tight collaboration and frequent measurement
- Ensures future sourcing activities take performance and quality into account
- Ability to manage more suppliers with automated processes and scoring/analysis tools
- Gives suppliers visibility into performance issues and quality problems
- Consistent metrics-based approach to supplier development and process improvement



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Figure 23. Supplier Survey Flow.



Scorecards and KPIs allow to:

- Create one or many scorecards by supplier and category
- Create specific KPIs on scorecard templates
- Allow sensitive supplier information to be seen only by designated team members
- Store KPIs and sections in a library for easy reuse
- Pull in either survey data or transaction data to populate KPIs
- Map legacy transaction data into KPI grades
- Identify “out of range” scores for each KPI to trigger alerts

Stakeholder Surveys

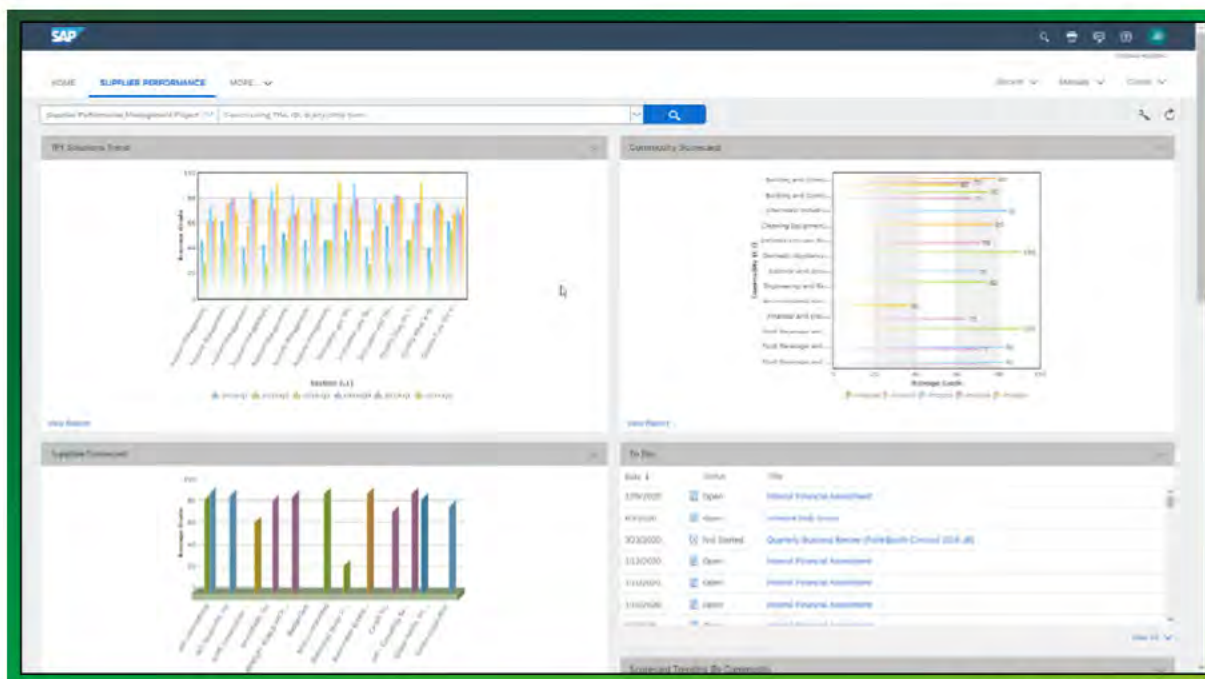
- Create robust stakeholders’ surveys on supplier interaction
- Map survey questions to specific KPIs on a scorecard
- Automatically pull survey results onto the scorecard
- Automatically average all stakeholder feedback for each supplier or scorecard
- Schedule surveys as recurring tasks on a regular basis

SPM Reports and Alerting

- Automated, out-of-box reports for supplier 360-degree view across all spend management activities
- Ability to create quick reports across suppliers or categories
- Track SPM performance over time to identify improvement needs
- Automate action item tasks and alerts when out-of-threshold scores occur

#### **Public Access to Data**

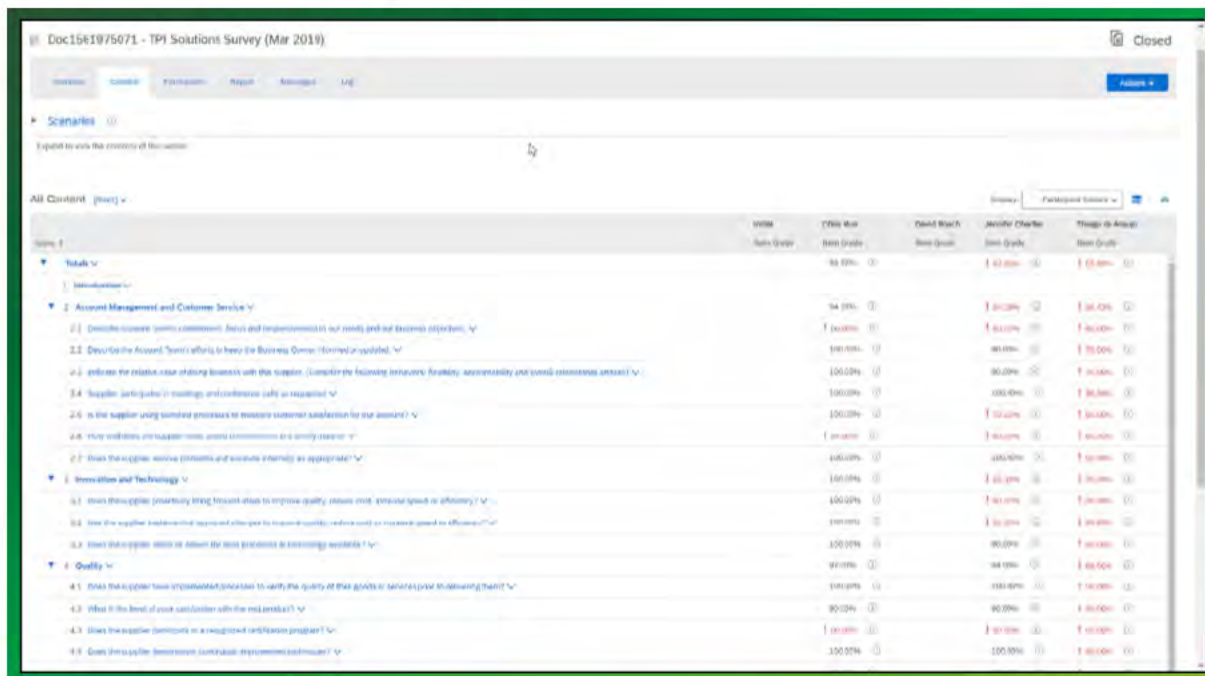
The State may leverage a set of APIs delivered as part of the SAP Ariba platform to expose data to the public via a public website. Data captured as part of the supplier management process supported by SAP Ariba Supplier Lifecycle and Performance is available via API. Data can be formatted and combined with other data sources and displayed on a public website to meet FOIA requirements.



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Figure 24. Supplier Performance Dashboard.

Multiple charts are available on the dashboard for supplier performance data. The user may drill into each to further understand what impacted performance.



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Figure 25. Supplier Survey.

Survey participants responded with their answers and the system automatically scored the responses based upon predetermined (configurable) scoring and weights



## 11. Purchasing/Data Analytics

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### 11. Purchasing/Data Analytics– Vendor

Purchasing/Data Analytics components of the system provide robust data analytics and reporting to allow the Participating Entity to strategically assess procurement transactions and records for more effective sourcing and contracting, to include spend. These functionalities also provide the means to assess across operation dimensions such as supplier classification, organizational elements and buying trends. Reporting is presented in the form of interactive charts and dashboards with the ability to 'drill down' to the transactional data for comprehensive analysis. Transparency is also a key feature to this component as reports, charts and dashboards can be designed for public access.

Response requirement:

- RTM: Tab 3, PDA-1 through PDA-37
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall Solution component that will meet the objectives and requirements of Purchasing/Data Analytics Capability.

SAP Ariba Reporting is a unique solution designed to help bring visibility into the Participating Entity's spend and supply base; as well as helping to find the best opportunities that strike the right balance between cost, revenue, and demand expectations.

Visibility into organizational spending and suppliers is critical to improving sourcing efficiency and increasing savings. Reporting within SAP Ariba can be created and viewed by supplier, commodity, agency, organization, cost center, account, requester and much more. Each report can be displayed as a chart or graph (line, bar, pie, donut, etc.) and added to the user's personal dashboard.

SAP Ariba provides an easy to use three-step report creation wizard as follows:

- Select the report's source data by choosing the facts (data tables) you want to work with and data fields that provide the information you want for building your report
- Lay out the pivot table by placing data in its different areas (row, column, or page fields); decide if you want the report to open in detail or aggregate view. This pivot table user interface is like MS Excel to reduce the learning curve
- Refine or filter report data to limit amount of data displayed in the report. After you create the report, you can decide whether you want to make it a parameterized report and publish it so that it is available to other users. You can add a chart or graph and put the results on your dashboard

Furthermore, the reports themselves are dynamic and can be used for drill down in chart rendering modes.

- The reporting capability is built for ease-of-use and flexibility. It offers the same user-friendly interface as other SAP Ariba applications to allow broad acceptance among procurement, sourcing, finance and division analysts. User-friendly features include:
- Two-way contextual linking between the reporting engine and other SAP Ariba applications for seamless access to information across the enterprise
- One-click pie- and bar-charting capabilities and a three-step process to create custom analysis and wizards for visual presentation of results
- Parameter-based reports to make analysis readily accessible even to new and infrequent users
- Creation of multi-measure charts
- Drag and drop capability so users can edit existing reports directly from the field browser or the actual report by dragging and dropping available fields to/from reports
- Line-level reporting to view line level details



- Scheduled reports to schedule a report by date, time and frequency that can be cached for performance and quick retrieval
- Support for alerts and grades to create visual alerts and grades determined by user-defined thresholds and metrics
- Pivot table user interface, 80/20 filter and flexible grouping of spend across multiple dimensions so users can locate what they need using rapid response analysis, flexible drilldowns, expansion and navigation
- Analysis by custom or pre-defined attributes so staff can focus on areas such as category, business unit, department, region, cost center, supplier and GL code
- Metadata layer supports easy data model customization and flexible aggregation across ERP systems

#### Pre-Packaged Reports:



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**Figure 26. SAP Ariba Prepackaged Reports.**

Pre-packaged reports are available across the solution and are organized by folder to allow users to quickly find and leverage reports with minimal effort. Each pre-packaged report can be modified as required by the user, added to their dashboard, and saved for future use.



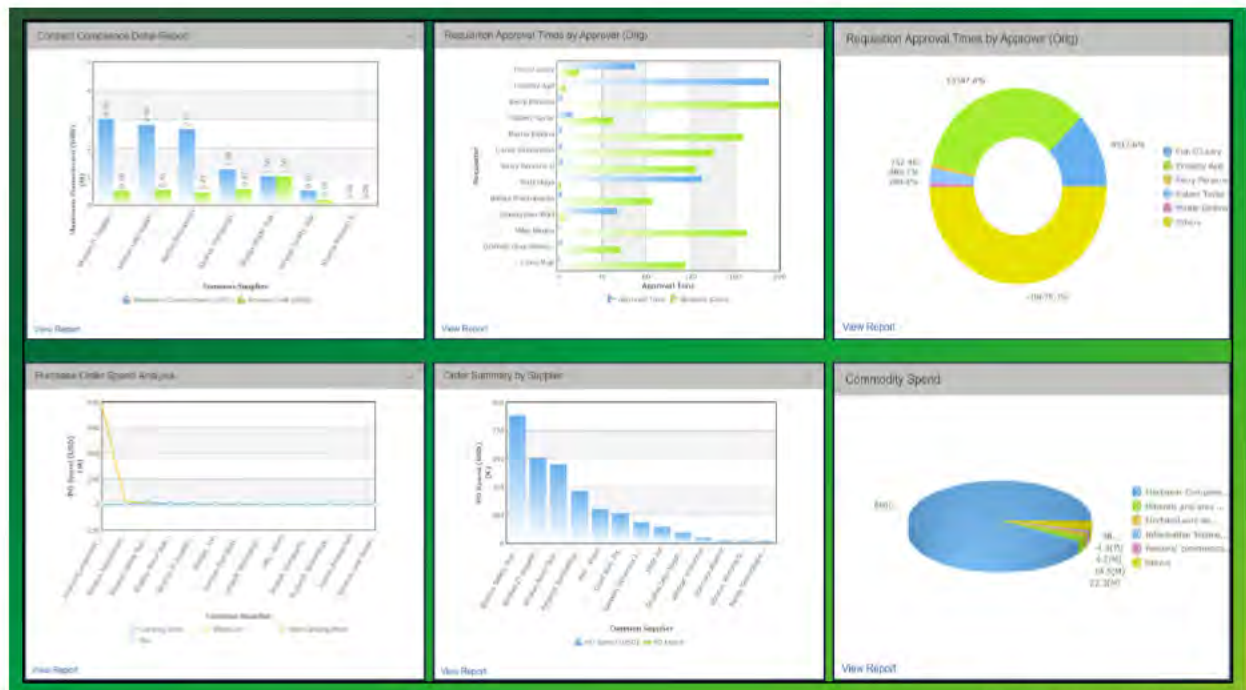
## Ad Hoc Report Creation Wizard:

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**Figure 27. SAP Ariba Ad-hoc Analytical Report creation page.**

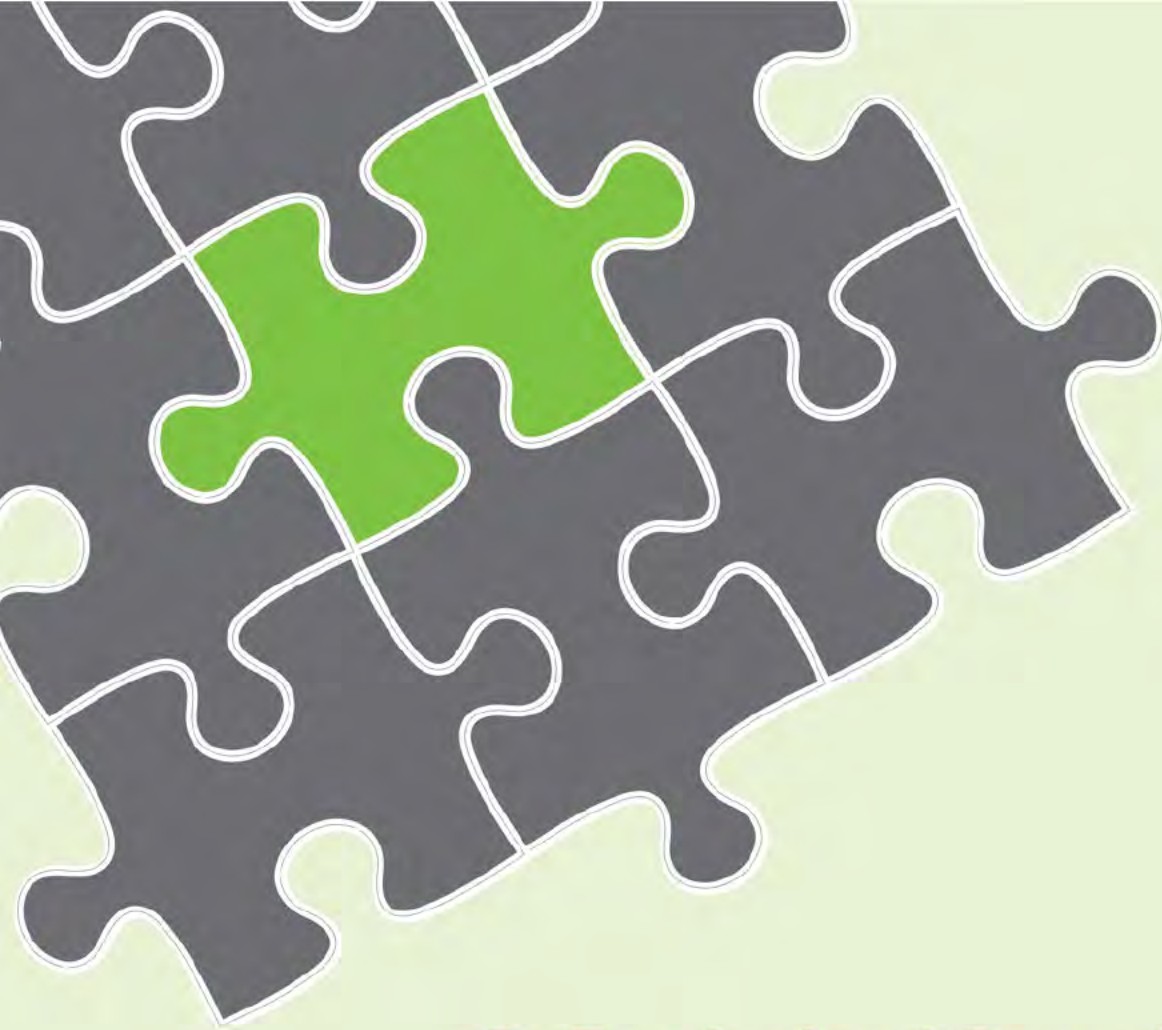
SAP Ariba's wizard driven ad hoc report creation will allow State users to quickly and easily create reports to analyze data captured within the SAP Ariba solutions. The user selects the fact table (data table), determines which data elements are required and filters the data to the appropriate subset.

Reports are available in chart or dashboard style. Reports can be exported to Excel as well as scheduled for delivery to your Mailbox.



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Figure 28. Report Charts added on Dashboard.



## C. Technical Requirements





## C. Technical Requirements

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### C. Technical Requirements

Bidders proposing a Solution in response to the Functional requirements must respond to all Technical Requirements sections in this RFP.

## 1. Availability

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### 1. Availability– Vendor

The solution should be architected to ensure 100% availability between peak use hours of any of the associated Participating Entity that has an agreement resulting from this RFP (i.e., 7 am – 6 pm local time, Monday –Friday). Availability is defined as the ability to process transactions according to service level agreement (SLA) performance levels specified in the Participating Entity agreement. Sufficient redundancy must be maintained so that the system appears to be available 24-hours-a-day 7-days-a week. Redundant servers, mirrored servers or fail-over devices should be architected so failure of a single component does not affect overall system availability. Multiple points of presence to multiple internet service provider's (ISP's) should also be in place.

Response requirement:

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

SAP guarantees a 24/7 99.5% system availability percentage during each month for production versions, with the exception of regularly scheduled and emergency maintenance.

As SAP Ariba is a cloud service of SAP, more information about availability and SLA can be found via below mentioned URL:

<https://assets.cdn.sap.com/agreements/product-use-and-support-terms/cls/en/service-level-agreement-for-sap-cloud-services-english-v7-2020.pdf>

Deloitte understands that SAP Ariba solutions for the Participating Entity would need the highest-possible availability and reliability. To that end, the solutions' infrastructure is scalable and redundant at all tiers. To provide high availability and reliability, SAP Ariba solutions have extensive error handling and failover capabilities. This section describes the main features of the solutions' failover and recovery plans. To facilitate the highest availability, SAP uses best practices for the following:

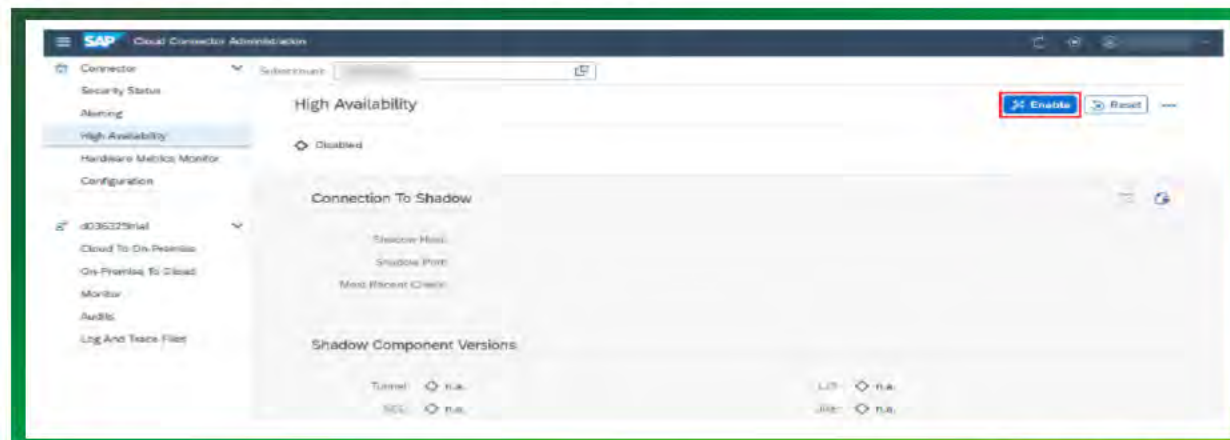
- Redundant systems
- Maintenance and systems backup
- Proactive customer notification of unplanned downtime
- International support coverage

By default, the SAP Cloud Connector allows the installation of a redundant instance (shadow), which monitors the main instance (master) keeping exposed services online under failure scenarios. In a failover setup, when the main instance (master) goes down for a reason, the redundant instance (shadow) will take its role, and the services will continue to be exposed accordingly.

The shadow instance has to be installed and configured for a direct connection to its master, which pushes the entire master configuration to replicate on the shadow, so set of providers, virtual hosts, mapping, action controls will exist properly on both instances reducing risk of wrong configuration. In this manner, shadow instance pings the master regularly, and takes its role when the main instance turns unavailable.



High availability should be enabled in the cloud connector:



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**Figure 29. Cloud Connection Administration.**

If this flag is not activated, no shadow instance can connect to the Cloud Connector. Additionally, when providing a concrete Shadow Host, we can facilitate that only from this host a shadow instance can be connected.

## 2. Accessibility Requirements

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### 2. Accessibility Requirements– Vendor

The Solution should provide capabilities to support users with disabilities that are in compliance with Section 508 of the Federal Rehabilitation Act and W3C Web Accessibility Initiative standards/guidelines. Proposals must describe existing accessibility capabilities, compliance with these standards/guidelines and identify any existing associated certifications. This discussion must address both publicly available and login-secured components of the Solution.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Accessibility Requirements objectives and requirement.

Accessibility refers to the possibility for everyone, including and especially people who are differently-abled, to access and use technology and information products. SAP Ariba ensures the implementation of user-interface (UI) accessibility features for Products via our SAP Accessibility standard, which uses various steps to plan, develop, test and report accessibility features. The accessibility status of many SAP products is documented and provided to customers upon request.

SAP Ariba is built considering the Web Content Accessibility Guidelines Level A and AA and EN 301 549. While SAP continues to implement and develop accessibility features across its product portfolio, solutions are not fully optimized for accessibility. The accessibility features are dependent upon appropriate deployment of these capabilities through solution design and configuration.

It should be noted that the accessibility of SAP Ariba is influenced by various factors, including:

- The implementation and configuration of SAP Products to expose accessibility features
- Technologies and end-user devices
- User agents (like browsers, operating systems.)
- Assistive technologies (like screen readers, screen magnifiers.)



- Product maturity and version
- Customer demand

General information about publicly available and secured login to the SAP products is available via our corporate websites below. SAP Ariba solution is completely secured i.e. anyone without authorized access cannot access the Ariba realm. Access to specific user in Ariba is controlled by the roles assigned to the user of their account. Enabling Single Sign On (SSO) ensures the authorized access to Ariba realm. SAP Ariba network is the only platform where suppliers/buyers can register without prior access. However, we need to establish the trading relationship to facilitate the seamless connectivity of the transactions between the buyer and supplier Ariba network accounts.

<https://www.sap.com/accessibility> – Details of SAP products accessibility

<https://experience.sap.com/fiori-design-web/accessibility-in-sap-fiori/> – SAP Fiori Design Guide

SAP Ariba solutions are accessible securely with standard features like Multi-factor authentication, Single Sign-on and Federated Identity Management. Further details on these features can be referred in Point 6. User Authentication.

### 3. Audit Trail and History

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#### 3. Audit Trail and History– Vendor

The Solution must track user and Supplier activity throughout the Solution. The Solution must also track transaction activity to provide a history that includes, but is not limited to, creation, changes, approvals or rejections of the transaction. The data captured should include at a minimum date, time, user, action taken, status changes, content changes and approval or rejection history. The tracked information should be accessible to users by reports, a history page or other option that is accessible without support from an Administrator. All tracked data must be retained in a manner that is consistent with other data retention practices within the Solution

#### Response requirement:

- RTM: Tab 4, TECH-1 through TECH-5
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Audit Trail and History objectives and requirements.

---

Participating Entity can track changes made to objects and configuration settings using the audit capability. Audit activities are stored to the database instead of to files. Auditing is enabled in the default configuration. Within SAP Ariba solution, specific logging takes place that is viewable by the customer administrator or their designee.

Audit logs produced through use of the solution are considered customer data and are maintained within the customer's instance of the database. Tracked data and audit logs are retained in SAP Ariba, which is consistent with other data retention practices, as long as Participating Entity has an active contract with SAP Ariba.

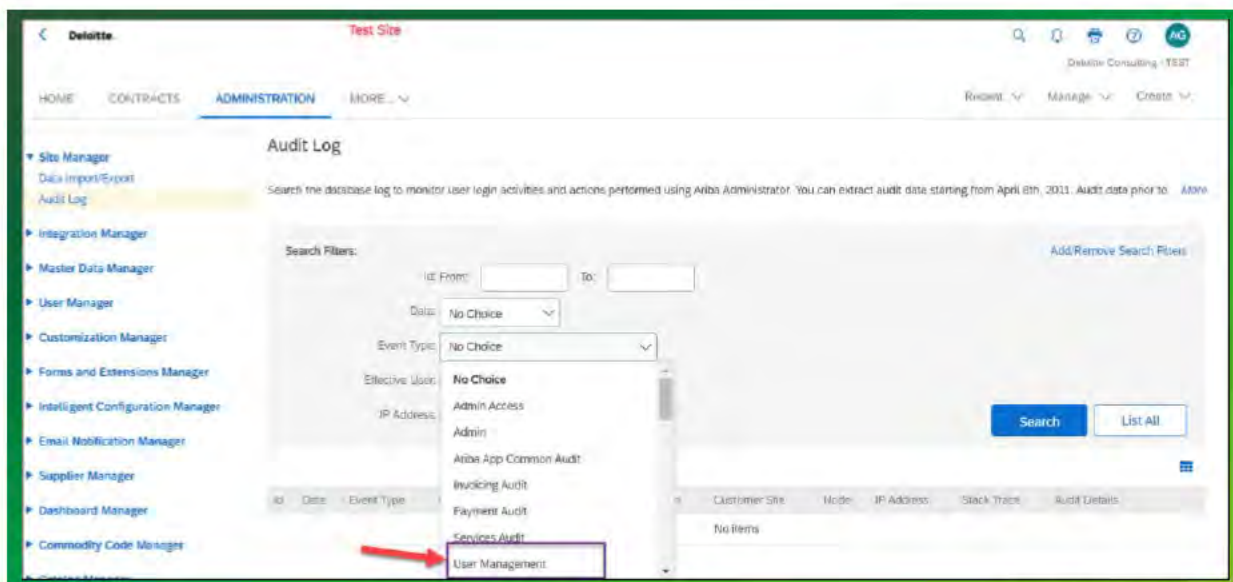
Auditing as a feature can be turned on or off on server startup via the parameters:

- System.Logging. <logListenerName>
- System.Logging.DatabaseLog.DisableLogListener

The scheduled task CleanAuditDatabaseLog can be run to periodically clean up older audit records.

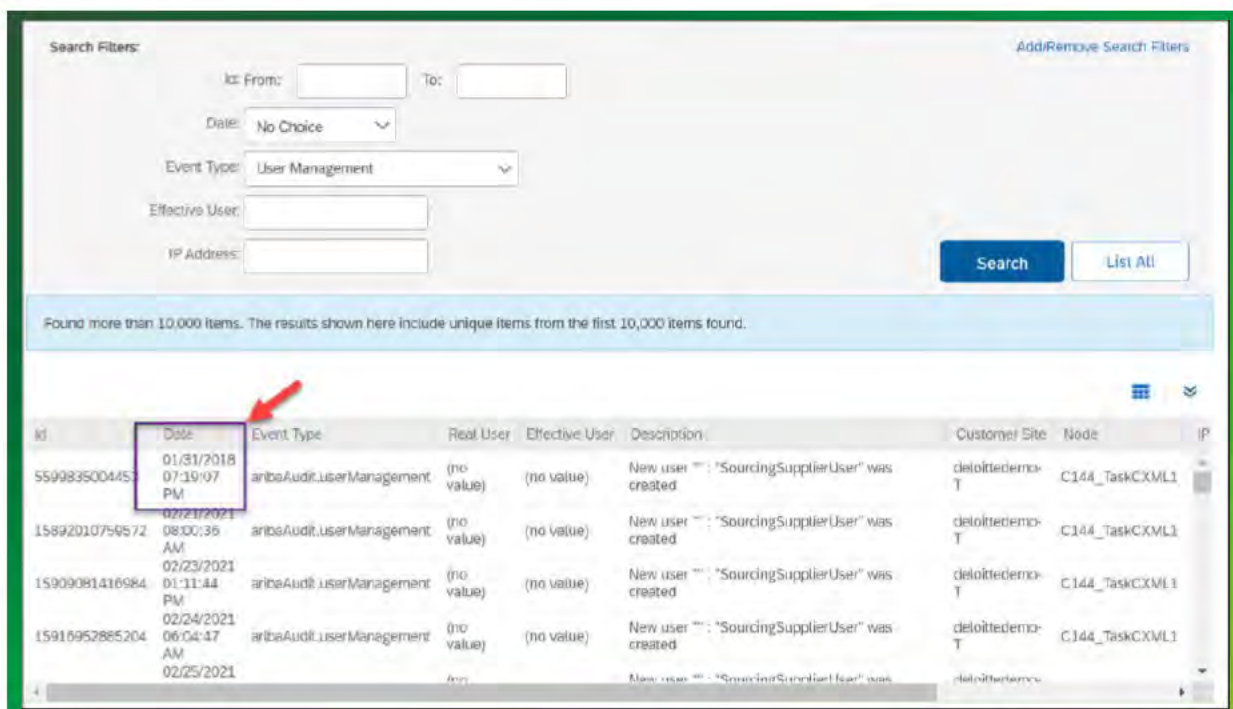
The LogListener is DatabaseLog. The log category “Audit/info” turns on auditing to the database. Available logging levels are: Off, Info, Warning, Debug.

Participating Entity can view the audit logs through Manage > Core Administration > Site Manager > Audit Log. The following screen captures demonstrate the appearance of the Audit Log user interface:



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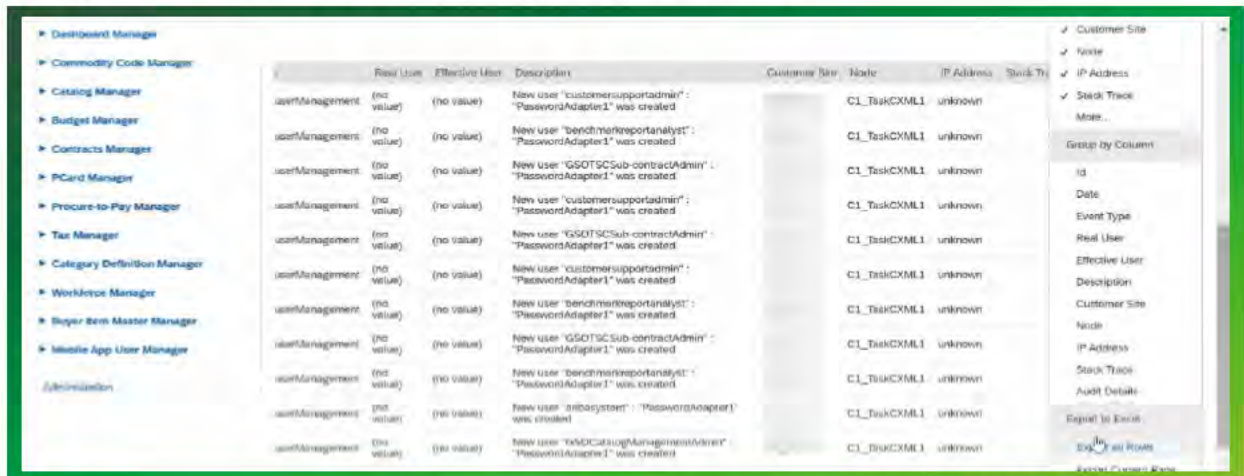
Figure 30. Audit Log user interface.



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Figure 31. Auditing by search criteria.

The log can also be exported to excel by choosing the option shown below:

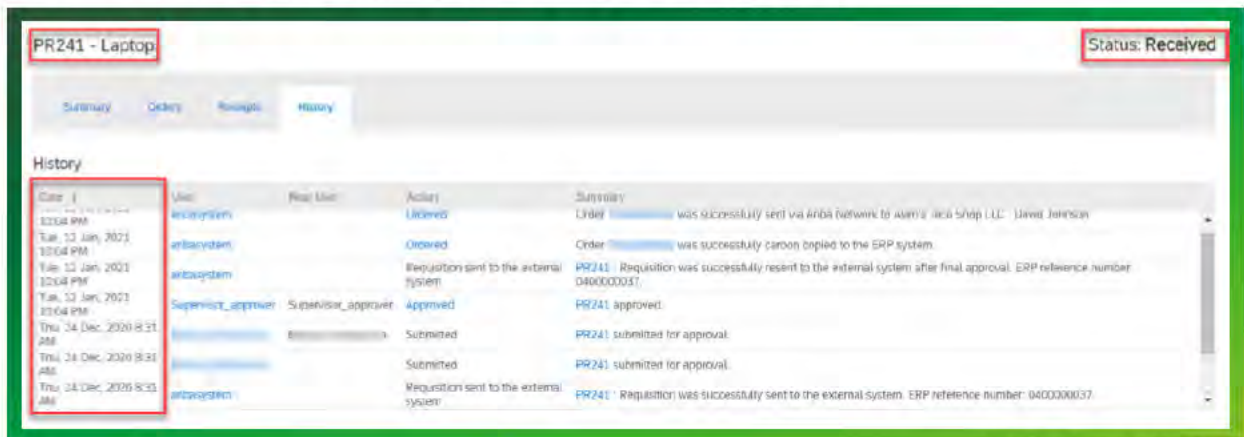


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Figure 32. Audit log Export to Excel.

Status and Audit Log historical data for individual transactions can also be tracked under 'History' tab of transactions.

For instance, Purchase requisition changes history along with Status & details:



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Figure 33. Example of Purchase Requisition change log history.

For Purchase Order, Audit Log History can be viewed as under:

Type: Purchase Order

Change the search criteria or name, and then Search.

Search Filters

Order Title:

Close Order: No Choice

Company Code:  [select]

Date Created: Custom

From: Fri, 1 Jan, 2021

To: Thu, 27 May, 2021

Date Ordered: No Choice

Order ID:

Order Method: No Choice

Receipt Date (any receipt): No Choice

Receipt ID (any receipt):

Receipt Status (any receipt): No Choice

Requester:  [select]

Requester ID:

Status: No Choice

Supplier: (select a value) [select]

Search Results

Found 3 items

| Order ID | Type   | File | Status   | Date Created | Supplier Name | Total          | Company Code |
|----------|--------|------|----------|--------------|---------------|----------------|--------------|
|          | TS     |      | Ordered  | 12 Jan 2021  |               | \$200.00 USD   |              |
|          | Laptop |      | Received | 12 Jan 2021  |               | \$2,000.00 USD |              |
|          | Laptop |      | Received | 12 Jan 2021  |               | \$2,000.00 USD |              |

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Figure 34. Example of Purchase Order Audit log.

Copy of Test Non catalog Item

Status: Received

These are the details of the request you selected. Depending on its status, you can edit, change, copy, cancel, or submit the request for approval. You may also print the details of the request. Review your request and take the [Action](#).

Print

Summary Approval Flow Receipts Payments History

History

| Date                      | User       | Real User | Action            | Summary                                                                                           |
|---------------------------|------------|-----------|-------------------|---------------------------------------------------------------------------------------------------|
| Wed, 13 Jan, 2021 9:15 PM |            |           | Received          | Items accepted: 1. Amount accepted: \$10.00 USD.                                                  |
| Sun, 6 Dec, 2020 7:05 PM  | arbaSYSTEM |           | Ordered           | Order [redacted] was successfully sent via Arba Network to Alain's Taco Shop LLC : David Johnson. |
| Sun, 6 Dec, 2020 7:05 PM  | arbaSYSTEM |           | Ordered           | Order [redacted] was successfully carbon copied to the ERP system.                                |
| Sun, 6 Dec, 2020 7:05 PM  | arbaSYSTEM |           | Budget encumbered | Funds were successfully encumbered.                                                               |

ME\_CON\_NAPSO\_MO-637420\_253

Figure 35. Example of Purchase Order change log history.



#### GR Audit Log:

RC63 - Copy of Test Non catalog Item Status: Approved

These are the details of the request you selected. Depending on its status, you can edit, change, copy, cancel, or submit the request for approval. You may also print the details of the request. Review your request and take the [Action](#).

[Print](#)

[Summary](#) [Approval Flow](#) [History](#)

**History**

| Date                      | User                        | Item User                   | Action   | Summary                                                   |
|---------------------------|-----------------------------|-----------------------------|----------|-----------------------------------------------------------|
| Wed, 13 Jan, 2021 9:15 PM | <a href="#">[User Name]</a> | <a href="#">[User Name]</a> | Approved | RC63 approved.                                            |
| Wed, 13 Jan, 2021 @ 15 PM | <a href="#">[User Name]</a> | <a href="#">[User Name]</a> | edit     | Receipt properties were changed. Line items were changed. |

ME\_CON\_NAPSO\_MO-637420\_254

**Figure 36. GR Audit Log History.**

User based Transaction history is provided across all entities and Participating Entity can view the Log based on required Date duration.

Type: Requisition

Change the search criteria or name, and then [Search](#).

**Search Filters**

Title:

ID:

Commodity Code: (select a value) [select](#)

Company Code: [\[select\]](#)

Date Created: Custom

From: Mon, 1 Feb, 2021 [\[calendar\]](#)

To: Thu, 27 May, 2021 [\[calendar\]](#)

Requester: [\[select\]](#)

Status: No Choice

Supplier (any line item): (select a value) [select](#)

Total Cost: From:  To:  USD

[Search](#) [Reset](#) [Save Search](#)

**Search Results** Found 1 item

| Type  | ID               | Title         | Status      | Date Created   | Total                          | Company Code |
|-------|------------------|---------------|-------------|----------------|--------------------------------|--------------|
| PR252 | Test 30 Mar 2021 | Collaborating | 30 Mar 2021 | \$1,000.00 USD | <a href="#">[Company Code]</a> |              |

[Label](#) [Copy](#) [Delete](#)

ME\_CON\_NAPSO\_MO-637420\_255

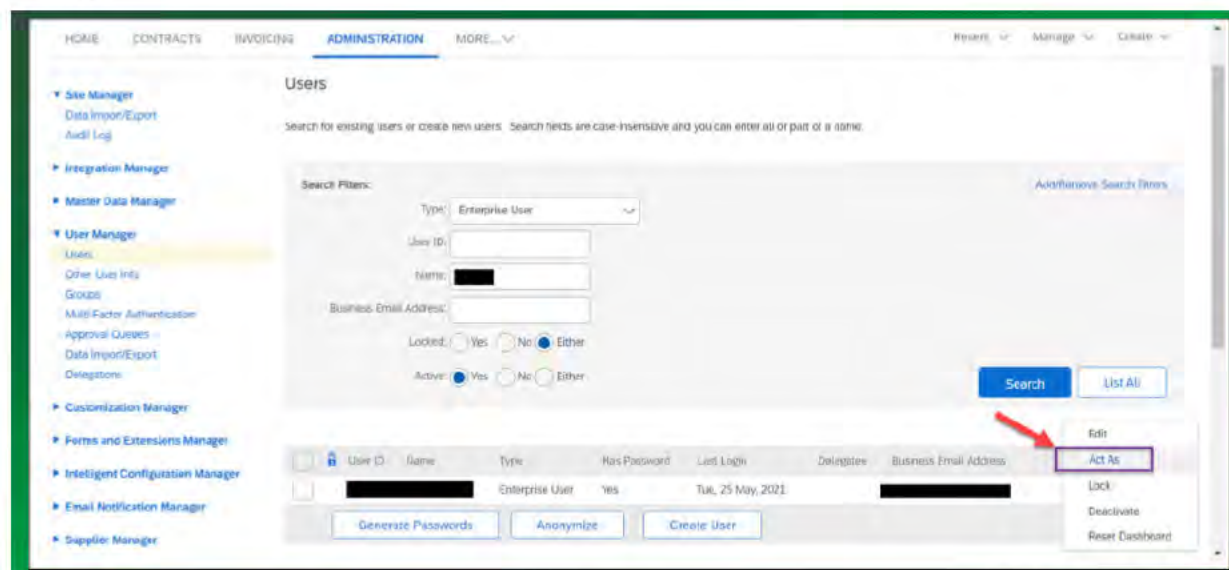
**Figure 37. Audit log by Date range.**

#### Delegation of Approver for workflow:

No one can override the existing built approval rules for the procurement transactions. However, if the Administrator of the account with customer administrator role can approve/reject procurement transaction workflow. This can be done by:



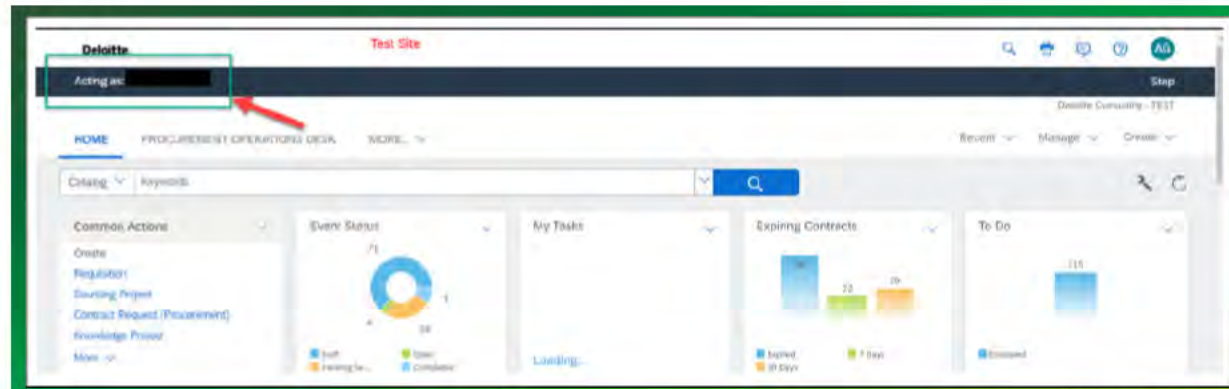
1. Using the Act As functionality i.e. Administrator of the account can act as specific user who is in the approval flow:



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Figure 38. Workflow Approver Delegation.

2. If the Administrator of the account is added to all approval groups, then the Administrator can approve/reject any time.



ME\_CON\_NAPSO\_MO-637420\_257

Figure 39. Administrator's Dashboard with delegated info.



## 4. Browsers Supported

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### 4. Browsers Supported– Vendor

The Solution must only require internet browser software for user access to the Solution. No site or application component will utilize features available only when using a specific brand of Web browser. At a minimum but not limited to, the solution should support current versions of the Microsoft browser, Chrome, Firefox, and Safari and should ensure continuous support of future industry leading browsers, new versions, and older versions. Additionally:

- Any browser that is ranked as more than 10% of the Web traffic must be supported.
- Popularity of browsers used to access the Solution must be tracked to identify browser and platform trends.
- The Solution must be tested for multiple browsers, operating systems, and versions (including backward compatibility) based on intended audience. This includes upgrades, new releases, enhancements and fixes.
- If a page will be rendered inoperable on an older browser the page must contain a notice to that effect that is viewable in non-compliant browsers.

Response requirement:

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

The browser support for SAP Ariba solution is very important and below browsers are the supported ones which will facilitate Participating Entity's seamless access to the solution.

- Apple Safari (64-bit)
- Google Chrome (64-bit)
- Microsoft Edge (32-bit)
- Mozilla Firefox (64-bit)
- Microsoft Internet Explorer (32-bit)

Note: Compatibility mode isn't supported.

SAP suggests that the above-mentioned browsers are best suited and compatible to access SAP Ariba solutions. The solution provides options to track and list the browsers used by users and it also suggest if the version and browser being used is supported by SAP Ariba solution, but doesn't recommend other browsers even if it is being used and accounts to more than 10% of the overall traffic. Currently SAP Solution doesn't have a feature where a message/notice is highlighted when an unsupported browser and/or the version is in use.

ActiveX is required for Desktop File Sync (DFS), for exporting reports to Microsoft Excel, and for some functionality in SAP Ariba Contracts. The only browser that supports ActiveX is Microsoft Internet Explorer (versions 9, 10, and 11). Most browsers, including Microsoft Edge, do not support ActiveX. If you use a browser that doesn't support ActiveX, functionality that relies on DFS or ActiveX might not be available.

Users of SAP Ariba Sourcing, SAP Ariba Contracts, Ariba Supplier Information Management, or SAP Ariba Supplier Information and Performance Management running Windows 7 must run Microsoft Internet Explorer in administrative mode to enable DFS.

In SAP Ariba, administrators can quickly find out which browsers users are using and whether those browsers SAP Ariba supports. User administrators and SAP Ariba Customer Support often need to know which browsers users are using. Also, as browser vendors stop supporting previous versions of their browsers, SAP Ariba in turn considers whether to continue to support those versions. Knowing which browsers are in use helps SAP Ariba work with customers on browser support issues, enabling administrators to prepare for changes. Administrators can find out which users are using browsers that SAP Ariba no longer supports. SAP Ariba solutions track a user's browser whenever the user logs in. Administrators can view the browser information on the Users page in the User Manager workspace of the administration area. They can use the browser information in search criteria and can



export users' browser information to an Excel file. The Users page includes the following optional columns to display and to use as search criteria:

- **Last Browser Used:** The name and version of the browser with which the user last logged in to the SAP Ariba solution.
- **Browser Is Supported:** Indicates whether the last browser used is a browser supported by SAP Ariba. Possible values are Yes and No

#### Track Users logging in with unsupported browsers

In SAP Ariba, administrators can find out which users are using browsers that SAP Ariba cloud solutions don't support. Users who belong to the Customer Administrator or User Administrator group can perform this task.

Below is the procedure on how to get the lists all users who last logged in with a browser version that the SAP Ariba solution doesn't support.

1. Go to the administration area by performing one of the following actions:
  - a. For SAP Ariba Procurement solutions or on suite-integrated sites, click Manage Core Administration.
  - b. For SAP Ariba Strategic Sourcing solutions, click Manage Administration.
2. Click User Manager, and then click Users.
3. If the Search Filters section does not include browser-related fields, follow these steps to add filters
  - a. Click Add/Remove Search Filters.
  - b. (Optional) To search based on a specific brand of browser, select Last Browser Used.
  - c. Select Browser Is Supported.
  - d. Click OK.
4. (Optional) In the Last Browser Used field, enter the name of a browser, such as Chrome.
5. In the Browser Is Supported field, select No. Entering No in this field finds users who used an unsupported browser the last time they logged in to the SAP Ariba solution.
6. Click Search.

With the above approach we can test the browser compatibility as well even during the SAP Ariba solution upgrades, enhancements, and fixes.

As popular usage of browser depends on the preference of end users, the above-mentioned compatible browsers can be used to access SAP Ariba.

For more information on versions of browsers and supported Operating Systems please refer to below URL:

<https://helpcenter.ariba.com/index.html?sap-language=en#/item&/i/130899>

## 5. User Accounts and Administration

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### 5. User Accounts and Administration– Vendor

The Solution should provide a variety of user account types from full access for system administrators to a tiered structure of limited access depending on the user's role. Bidders must provide a list of standard user roles and describe all capabilities for the definition of additional roles.

User accounts must be associated to a specific organization (e.g. Agency, Department, Non-State Entities) and have the capability to be authorized to buy on-behalf of multiple other organizations.

Administration of the Solution, including user setup/maintenance, should allow delegation assignment to authorized users to allow the option to distribute some administration responsibilities. This delegation capability must allow definition of the specific functions and organization(s) (e.g. Agencies, Departments, Non-State Entities) that the delegated Administrator will have access to manage.

Response requirement:

- RTM: Tab 4, TECH-6 through TECH-20
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the User Accounts and Administration objectives and requirements

Deloitte has a business process-oriented design approach (aka. process-based design), which will be utilized to align the overall security solution with the “To Be” business processes and standardize security restrictions within SAP Ariba.

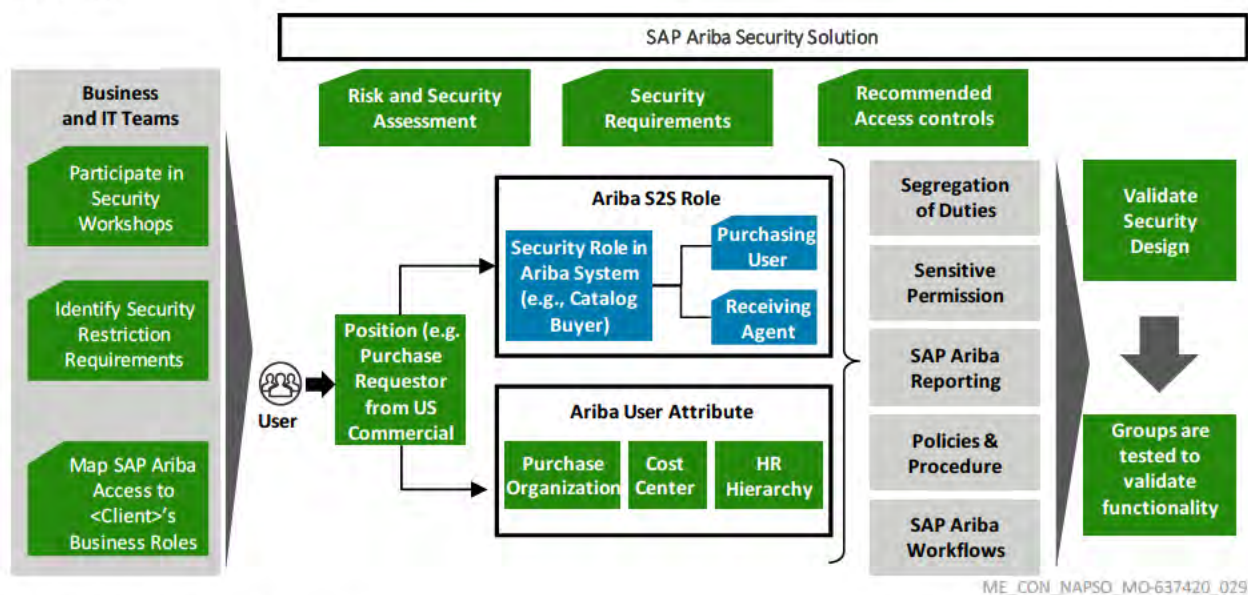


Figure 40. SAP Ariba Security Solution.

A User will need the Account to be created in SAP Ariba for both SAP Ariba Upstream and Downstream. Access to data and functionality within the modules is based on roles and permissions that determine which features of the solution a user can see and work with, and what data the user can access. The set of permissions for a user is derived from the roles mapped to that user and the groups the user may be a member of. Permissions are mapped to roles and then roles can be mapped to other roles, to users and/or to groups. Users can inherit roles and their associated permissions by being a member of a group. The combination of groups, roles and permissions allows customers to manage access control in a way that reflects their organizational structures and the roles of users within those structures. The solution provides pre-defined roles and Participating Entity can define their own roles.



Business Role determines the default action tiles displayed on the Ariba Network dashboard. Standard Business roles and their definition along with capabilities are listed below:

| Business Role                 | Description                                                                                                         | Default Action Tiles                                                                            |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>Accounts Receivables</b>   | An Accounts Receivables role represents a user focused on money owed to the company.                                | Orders to Invoice, Orders that Need Attention, Pending Invoices, Rejected Invoices              |
| <b>Business Owner</b>         | A Business Owner role represents a user focused on monitoring daily business on the Ariba Network                   | New Orders, Orders that Need Attention, Rejected Invoices, Payments Received                    |
| <b>Customer Service</b>       | A Customer Service role represents a user focused on monitoring daily business on the Ariba Network.                | New Orders, Orders to Confirm, Orders that Need Attention, Collaboration Requests               |
| <b>E-Commerce</b>             | An E-Commerce role represents a user focused on monitoring the IT infrastructure.                                   | New Orders, Orders to Confirm, Orders to Ship, Orders that Need Attention                       |
| <b>Field Services</b>         | A Field Services role represents a user focused on monitoring daily business on the Ariba Network.                  | Orders to Invoice, Orders that Need Attention, Orders with Service Lines, Service Entry Sheets  |
| <b>Finance</b>                | A Finance role represents a user focused on money owed to the company.                                              | Orders to Invoice, Orders that Need Attention, Pending Invoices, Rejected Invoices              |
| <b>Information Technology</b> | An Information Technology role represents a user focused on monitoring the IT infrastructure.                       | New Orders, Orders to Invoice, Orders that Need Attention, Rejected Invoices                    |
| <b>Marketing</b>              | A Marketing role represents a user focused on monitoring daily business on the Ariba Network.                       | New Orders, Orders to Confirm, Orders that Need Attention, Collaboration Requests               |
| <b>Order Management</b>       | An Order Management role represents a user focused on monitoring daily business on the Ariba Network.               | New Orders, Orders to Confirm, Orders to Ship, Orders that Need Attention                       |
| <b>Sales</b>                  | A Sales role represents a user focused on monitoring daily business on the Ariba Network.                           | New Orders, Orders to Confirm, Orders that Need Attention, Collaboration Requests               |
| <b>Service Administrator</b>  | A Service Administrator role represents a user focused on monitoring the IT infrastructure.                         | Orders to Invoice, Orders that Need Attention, Orders with Service Lines, Service Entry Sheets  |
| <b>Shipping</b>               | A Shipping role represents a user focused on ensuring ordered items have been shipped.                              | New Orders, Orders to Confirm, Orders to Ship, Orders that Need Attention                       |
| <b>Treasury</b>               | A Treasury role represents a user focused on when invoices are going to be paid.                                    | Early Payment Offers, Payments Received, Invoices Pending Payment, Payments that Need Attention |
| <b>Other</b>                  | This role represents a user who doesn't fall into the other defined roles. You can customize the name of this role. | New Orders, Orders that Need Attention, Invoices Rejected, Payments Received                    |

Figure 41. Default Action Tiles for Business Roles.

Whole section 'User Manager' is provided as functionality within SAP Ariba wherein all the activities related to a user, like user creation, role assignment, password reset, and other tasks can be performed by the Participating Entity SAP Ariba administrator.

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**Figure 42. SAP Ariba User Management.**

User can be created by 'Create User' option and can be created by UI or CSV import using data Load. All users must be created both in Parent and Child Realms and only Administrators or User admin can create users in the SAP Ariba system. Permissions or access to perform system functions, are granted via user group assignments.

In UI the "Defined By" field shows:

- "SAP Ariba Managed" if created directly in UI.
- "External" if created by data load via CSV file.

**Customer Administrator** needs to be created that will have system administration permissions, including data import/export. Only few trained users will be assigned this special role as they will have authorization to see all transactional data in the system.

**Customer User Admin** are the users who are assigned User level task management like Manages Users and Groups, Generates Passwords, Manages Profile Requests and Manage Delegations on behalf of other users.

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Figure 43. User creation process.

Participating Entity can export user related data using Site Manager Data Import/Export with task name as 'User'.

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Figure 44. Export/Import functionality with task name as 'User'.

The user can delegate their approval authority to another user to allow that user to approve requests sent to the delegator. The delegatee receives all system-generated email notifications regarding requests that require his/her attention. The user can log in as the delegator and act as the delegator to review, approve or deny requests on the delegator's behalf.



When the delegatee receives a notification on behalf of the delegator, the notification mentions the delegation so that the delegatee knows why the message was sent.

When acting as the delegator, delegates can approve and reconcile all the documents assigned to the delegator, even if they do not normally have access to those documents. To support audit reporting, if the request is acted upon by the delegatee, the name of the delegatee is shown in the approval node, followed by the name of the delegator in parentheses.

If you have delegated your approval authority to one or more users, you can stop the delegation manually at any time.

## 6. User Authentication

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### 6. User Authentication– Vendor

The Solution must provide secure user authentication capabilities that are consistent with current security industry standards. The Solution should have the capability that can address individual Participating Entity standards including:

- User Provisioning;
- 2-Factor Authentication (2FA);
- Single Sign-on;
- Federation;
- Identity Proofing;
- Logging and Monitoring; and
- Password policies.

Response requirement:

- RTM: Tab 4, TECH-21 through TECH-25
  - Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the User Authentication objectives and requirements.
- 

Deloitte understands the need of security measures that Participating Entity is looking for and based on our experience and SAP standard recommendation, we propose the below solutions that are consistent with current security industry standards.

### User Provisioning

Administration user interface provide options to create, manage, and monitor user accounts for your organization. We can perform the below tasks in the Administration user interface:

- Creating new user accounts
- Deleting users when they leave the organization
- Resetting user passwords
- Acting as another user
- Locking and unlocking user accounts
- Monitor user activity



### **Multifactor Authentication (2-Factor Authentication)**

Multifactor authentication is a two-step verification process where users are required to authenticate themselves a second time using a time-based verification code. It provides an additional level of security to logins by providing users the ability to authenticate themselves using an authentication factor in addition to their username and password. This provides more secure user access to SAP Ariba solutions, by verifying the user's identity during login.

Once initial setup is completed, users can sign in securely to their SAP Ariba solutions by providing the verification code from their mobile devices during the login process after entering their username and password credentials. Users have the option of choosing to be remembered on a specific device by checking Remember Me on the multifactor authentication page. Multifactor authentication can enable to individual users and groups.

### **Single Sign On**

SSO enables a user to sign in with one username and password to access multiple applications, including SAP Ariba solutions. It will provide centralized control and enforcement of corporate authentication policies.

For SSO to work, we must enable communication between user authentication system and SAP Ariba solution.

### **Federation**

This is discussed in detail in the next section **7. Federated Identity Management**

### **Logging and Monitoring**

The customer assigns one or more Customer Authorized Administrators to oversee activity within the system. The Customer Authorized Administrator(s) assigns and maintains login ID's and user permissions and can view and manage administrative tasks within the system. The task and role-based workspace in the administrator console assists in easy and efficient management. Administrators have the authority to terminate a user access to the system, as well. Monitoring of account activity and associated reports is a user control consideration.

User Access log shows users access information on Ariba solution. Administrators and user administrators can use this log to monitor daily user activity when users log in to Ariba Network. Information about the number of failed access attempts and their reasons since the last successful logon for each user can also be tracked here.

To view the User Access log, choose Administration -> Audit Log -> User Access.

The User Access log can also be exported to PDF format. The log report is limited to 500 records only. If more records are needed, the user administrator must change the search criteria, like time period or select only a specific user.

### **Password Policies**

A unique username and password for user authentication is required. A password complexity scheme is in place and mandates case-sensitivity between 8 and 16 characters in length. Passwords can include Latin characters and punctuation marks and must include at least one numeral between the first and last character. They must also include at least one letter.

The technology is configured to require users to change passwords at least at 180-day intervals. The password complexity scheme applies to the systems. Password complexity and change management is technically enforced where feasible or testing is performed for compliance.



The out-of-the-box prior password parameter is that no one password can be reused for four password change cycles. This count can be customized to be more or less than four if needed.

Lock out occurs after five failed attempts to log in. Once logged in, session timeout occurs at 30 idle minutes. Both parameters cannot be customized.

## 7. Federated Identity Management

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### 7. Federated Identity Management– Vendor

The Solution should provide user login capabilities that can be integrated with the Participating Entity's existing Federated Identity Management system and allow that system centralized administration and synchronization of user identities to enable user provisioning and de-provisioning of identity and access across the Participating Entity's systems. Additionally, the solution must not require multiple user-ids and passwords between Solution components.

Response requirement:

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

Users can log in using two possible authentication methods:

- **Regular user authentication** – Users have configured usernames and passwords that they manually enter on the login page.
- **Single Sign-On (Federated Identity Management)** – Users log into their corporate network, which automatically logs them in to their SAP Ariba applications when needed. SSO with corporate authentication requires your network administrator to enable communication between your user authentication system and the SAP Ariba applications.

Please refer question #6, User Authentication for additional information.

## 8. Data Conversion

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### 8. Data Conversion– Vendor

Implementation of the Solution may replace existing systems and may require data conversion of existing transactions/data. Proposals must provide complete details on Solution data conversion capabilities including describing data preparation requirements and responsibilities. Proposals must also describe available services that could be leveraged to support data conversion activities.

Response requirement:

- RTM: Tab 4, TECH-26 through TECH-34
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Conversion objectives and requirements.

Data is a key element of the overall Participating Entity transformation strategy and should be addressed right from Day 1 and with the end state in mind.

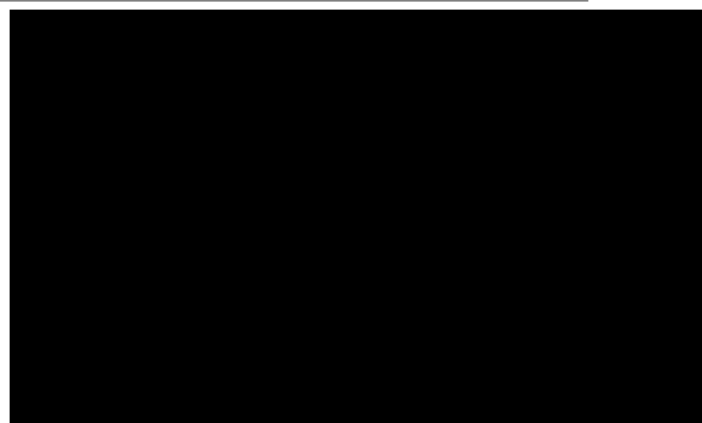
Deloitte brings knowledge of leading practices and critical lessons learned in data profiling, rationalization, and harmonization for master data load into SAP Ariba. 













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## Supplier data

The ERP system will be the source of truth for the vendor master data used in the SAP Ariba platform. The SAP integration will establish a scalable platform for Participating Entity's multi-ERP landscape.



## Other enterprise data elements

Chart of Accounts, Cost Centers, Projects, Units of Measure (UOM) and other data objects will be integrated from Participating Entity's ERP or Finance system to SAP Ariba using standard SAP Ariba CIG data projects.



## Purchase Request and Purchase Order data

SAP Ariba provides the functionality to load Purchase Requisition data from Participating Entity's ERP system.

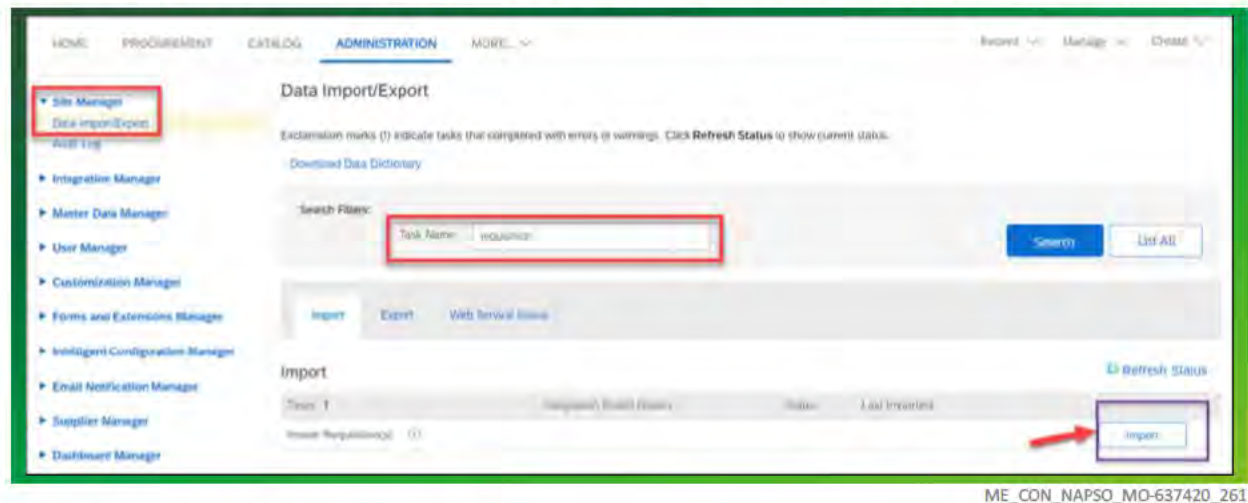


Figure 48. Import Functionality for manual data load.

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Figure 49. Example of Requisition import screen.

## User Account Data

Participating Entity existing personnel (involved in Procurement Activities) in ERP system can also be loaded in SAP Ariba.

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Figure 50. Import User master data.

**Data Import for Task "Import User Data (Consolidated File)"**

Choose the operation you want to perform. Browse or specify the file where you want to import the data.

Select Import Operation:

- ☒ **Load**  
Creates and modifies objects using the values in the import file. If an object in the import file doesn't exist in the database, the object is created. If an object in the import file already exists in the database, it is modified using values in the import file.  
**Important:** If you don't want to modify an object, don't include it in any data file associated with this import operation. Doing so can lead to inadvertent data loss, object deactivation, or object reactivation.
- ☐ **Create**  
Creates new objects in the database using the values in the import file. If an object in the import file already exists in the database, it is not modified.
- ☐ **Update Only**  
Modifies existing objects using the values in the import files. If an object in the import file doesn't already exist in the database, the object is not created.  
**Important:** If you don't want to modify an object, don't include it in any data file associated with this import operation. Doing so can lead to inadvertent data loss, object deactivation, or object reactivation.  
**If you are importing user group mappings:** The Update Only operation performs a full load for the groups you include in the header file (UserImportGroup.csv). The mappings in the detail file (GroupSharedUserMap.csv) replace existing mappings for all the groups in UserImportGroup.csv. This operation can cause deactivated objects to be reactivated.
- ☐ **Deactivate**  
Deactivates objects. All the objects listed in the import file are deactivated in the database. If you don't want to deactivate an object, don't include it in the import file.

Browse the location of the UserImportGroup.csv file:

No file chosen

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Figure 51. Import User master data.

## Contract data

We also have extensive experience migrating large volumes of contract data into SAP Ariba. Our process teams will advise Participating Entity on the migration strategy for existing legacy contracts to the SAP Ariba solution.

**SAP Ariba Bulk Load of Legacy Contracts**

Easier way of uploading Contract Workspaces in bulk, thereby, reducing time and effort

| Purpose                                                                                                                                                                                  | Required Files                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>To bulk upload Contract Workspaces</li> <li>Will be used to collect header field information that will be fed into Contract Management</li> </ul> | <ul style="list-style-type: none"> <li>Contracts.csv</li> <li>ContractDocuments.csv</li> <li>ContractTeams.csv</li> <li>ImportProjectsParameters.csv</li> </ul> |

**Guidance for the Usage of the Template**

- Create a folder in your local system and place all the documents/ pdfs related to the contracts in the newly created folder
- Prepare the details as part of the four files as enlisted above
- Select all the files in the folder and zip it together using WinZip or similar application
- Login to Ariba with valid credentials and click on the "Dashboard > Manage > Administration" link
- All Contract Administrators can conduct mass uploads
- Navigate to "Administration > Project Manager > Import Legacy Contracts"
- Browse the zipped folder and click on "Import", user can check the status, summary and log related to the import
- Validations need to be performed with the details of the workspaces post the import

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Figure 52. Load contract data to Ariba.



The following graphic shows which files affect various areas of a legacy contract, as well as which parts of a workspace come from the template used for the load:

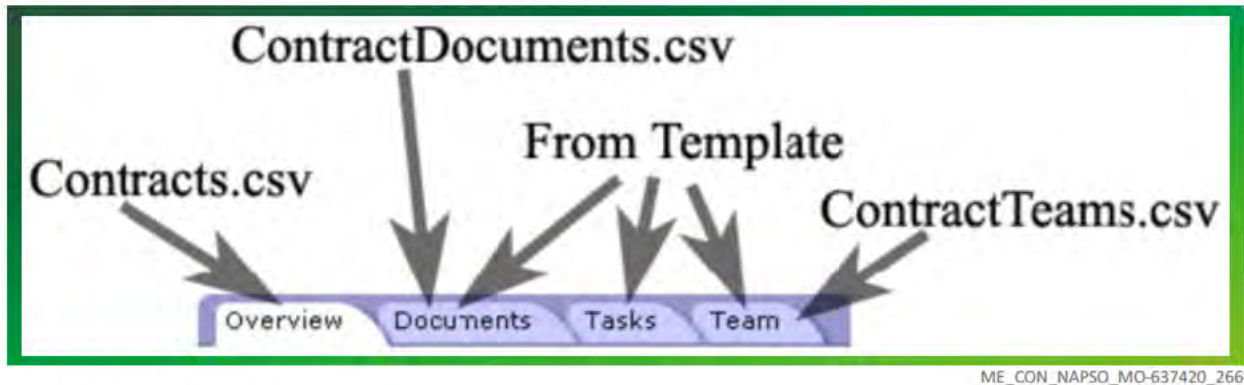


Figure 53. Template for Contract load.

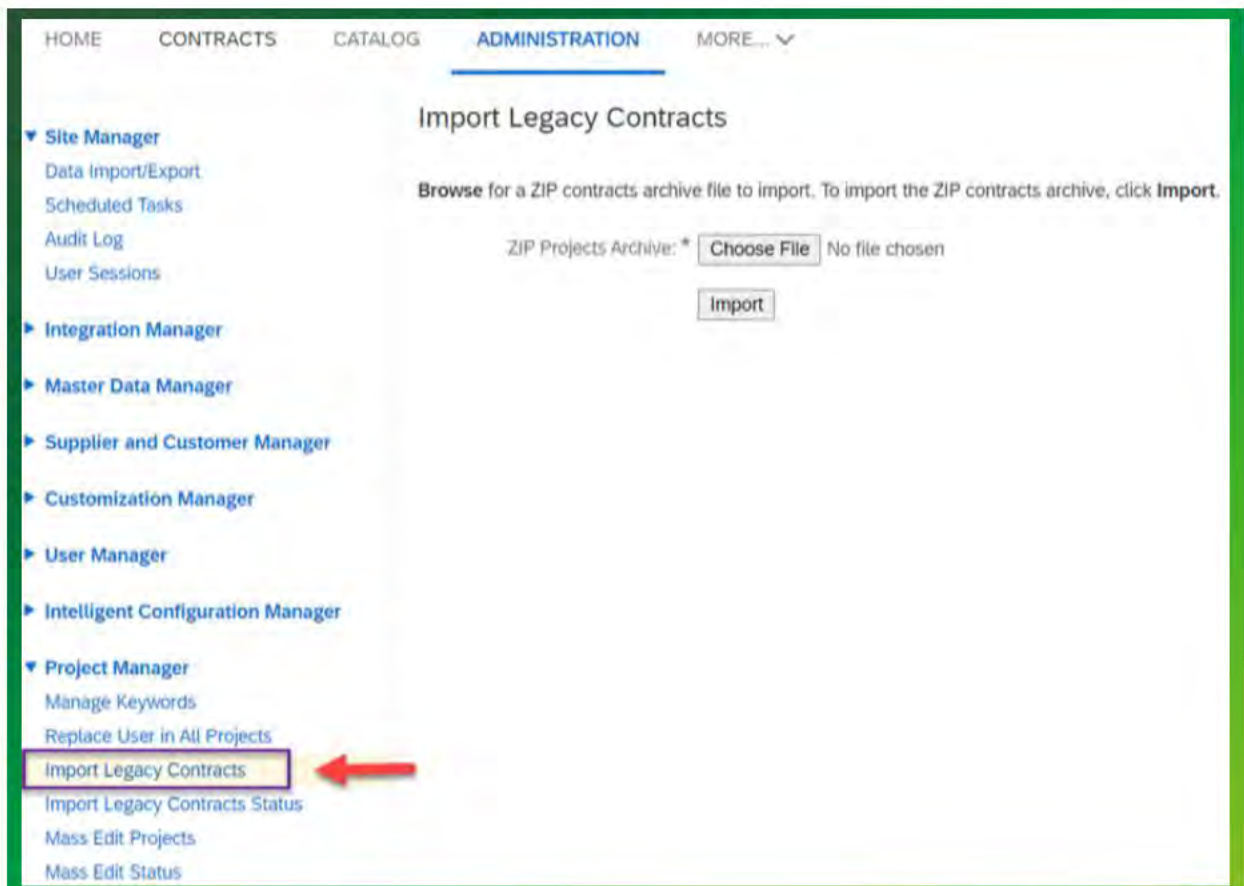
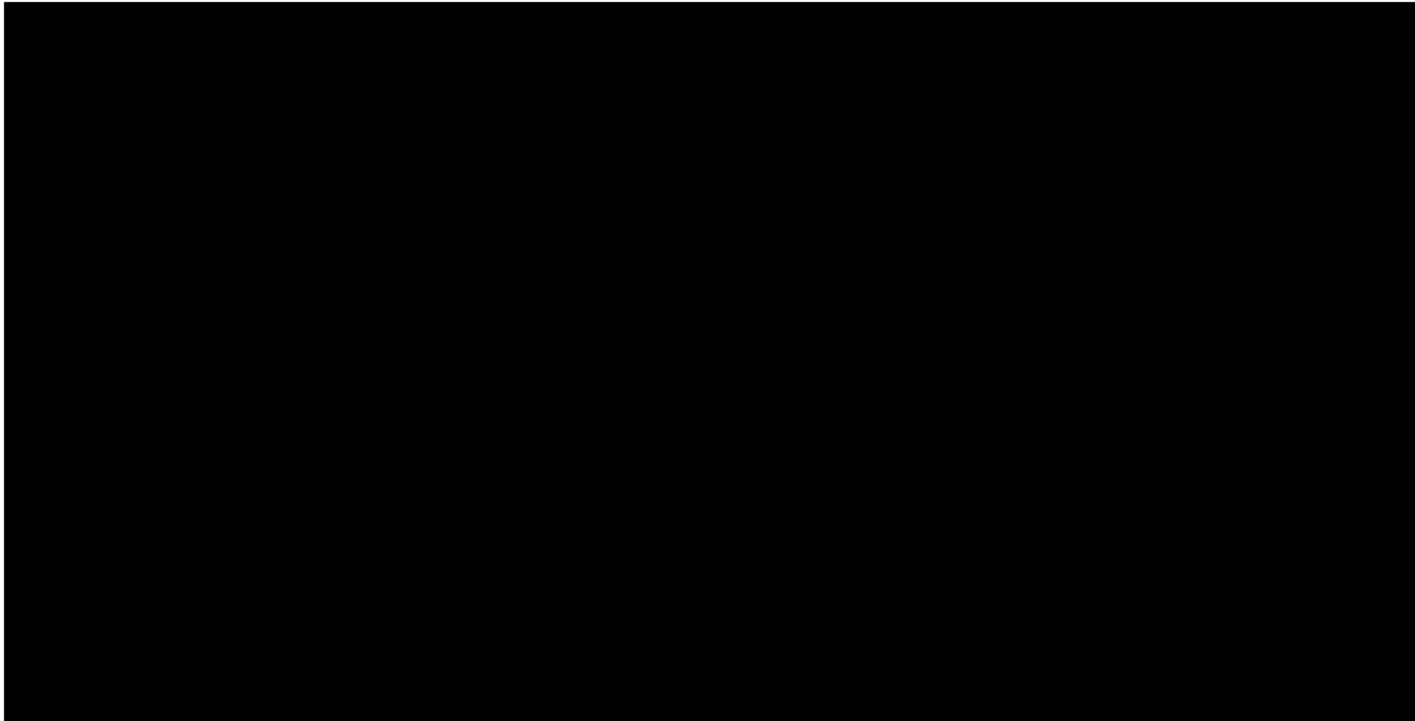


Figure 54. Import Legacy Contracts.

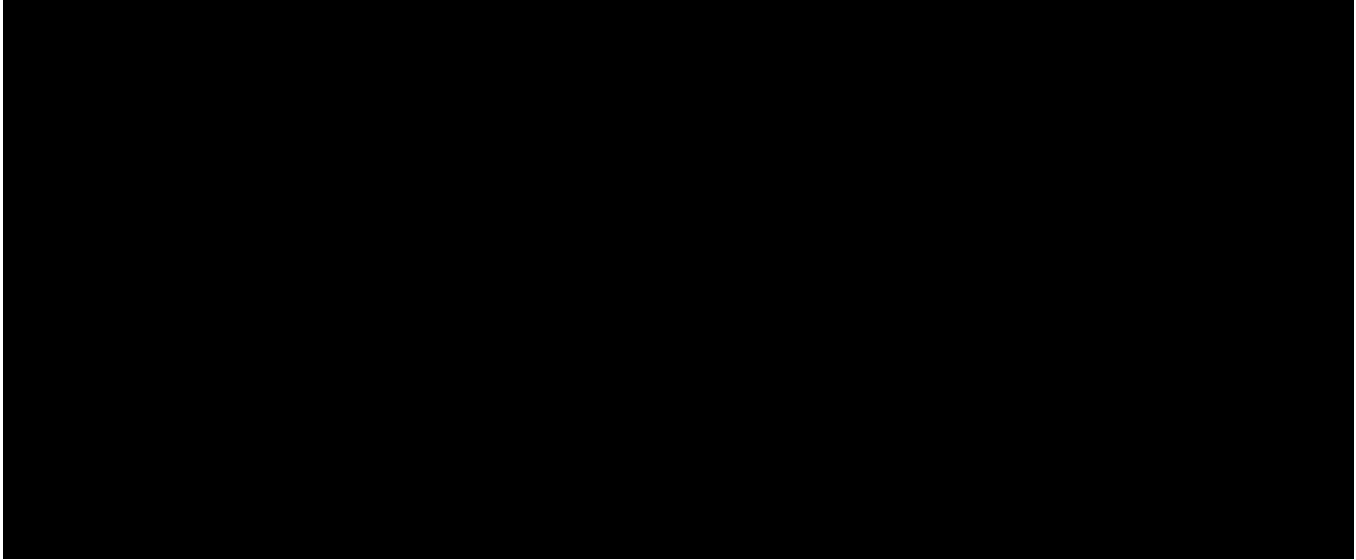


#### **Data Migration Testing scope & SAP environment**

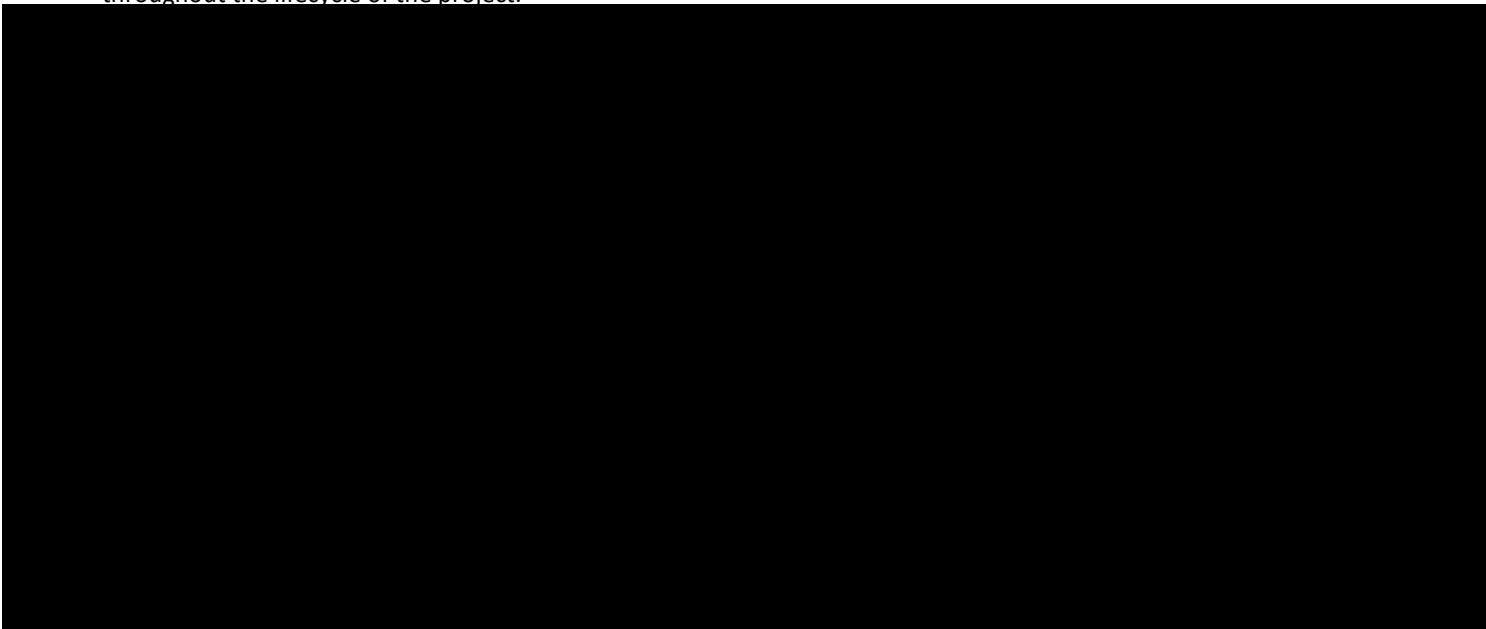
Multiple iterations of testing validates the solution and facilitates quality before production cutover to reduce the risk.



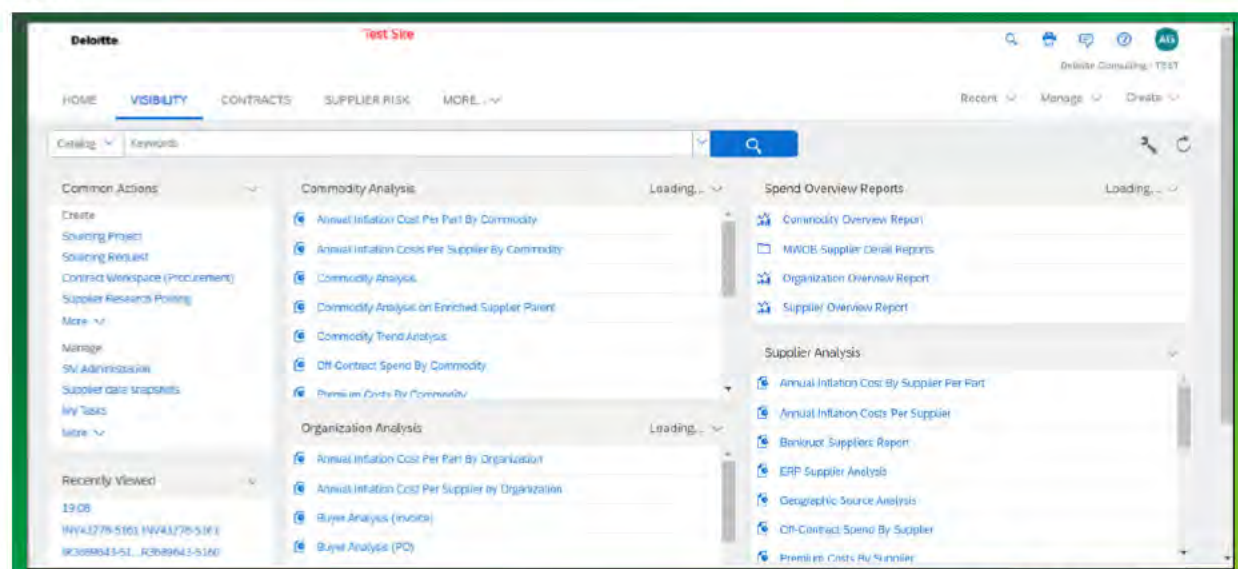
Apart from solution design, a key activity of deploying a global template is data collection and conversion. We have identified master and transactional objects required for the solution and can guide Participating Entity through the master data cleansing and integration efforts required for the countries in scope. Some data objects will be collected and validated locally, others centrally.



Our conversion process is designed to achieve both aspects while being repeatable, thus ensuring stability throughout the lifecycle of the project.



Participating Entity can do the analysis of their Historical Spend data using various standard analysis tools and reports.



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Figure 59. Data analysis via Standard Analysis tools.

## 9. Interface and Integration

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### 9. Interface and Integration– Vendor

Proposed Solutions must provide both interface and real-time integration capabilities. Proposals must provide complete technical details on these capabilities including, at a minimum, standards supported, restrictions, and identify all Finance systems/ERPs where the Solution has existing interface/integration capabilities available.

Response requirement:

- RTM: Tab 4, TECH-35 through TECH-59
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Interface and Integration objectives and requirements.

SAP Ariba provides enterprise-class cloud integration for multiple ERPs like Oracle, with complete visibility and integration for companies with multiple business units and heterogeneous back-office systems. The flexible integration functionality supports different areas of the procurement process:

- SAP Ariba applications integrate with the major ERP systems. We provide flexible integration support for Oracle, PeopleSoft, AS400 and SAP. Given our flexible EAI infrastructure, we have also mapped out applications to Salesforce, Lawson, GEAC and a multitude of custom developed legacy systems.

Participating Entity can replicate the Master data from ERP System to SAP Ariba (Procure to Order business process) through CIG direct connection which is placed into the integration landscape for SAP Ariba integration.

**Master data integration is done in 3 ways as shown:**

SAP Ariba supports standard and secure methods of integration that to support Real time and/or Batch integration. These standard integration options across our solution portfolio are:

- HTTPS using a CSV interface (Batch integration, and depending on the data volume this can be scheduled to run frequently to achieve near real-time integration)



2. SOAP Web services that use an XML payload (Real-time integration suitable for transactional data)
3. REST APIs (supports both synchronous & asynchronous calls)

**Basic steps involved in master data interface are:**

- Interface Configuration in ERP system
- Interface Configuration in SAP Ariba.
- Interface Configuration in CIG.

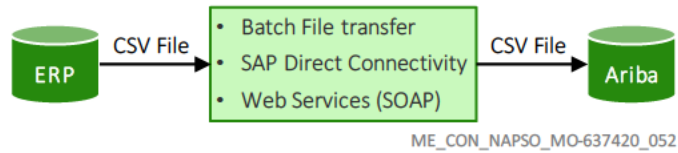


**Figure 60. Representation of data transfer from ERP to SAP Ariba.**

The SAP Ariba Cloud Integration Gateway simplifies and accelerates the integration. CIG

gives you a fast, simple way to connect your SAP Ariba solutions, backend systems and provides Do-it-Yourself (DIY) integration with automated testing.

**SAP Ariba Cloud Integration Gateway:**

- Simplifies integration by using a guidance-based setup,
- Reduces the integration deployment time,
- Provides an integrated test framework to verify various scenarios configured in the system,
- Facilitates smoother upgrade of the solution,
- Aligns with SAP standard software delivery processes by supporting download through the SAP Service Marketplace and by addressing issues with standard SAP Notes and correction instructions,
- Uses the single sign-on functionality to enable buyers to access their SAP Ariba Cloud Integration Gateway account from their SAP Ariba Business Network.

**SAP Ariba CIG Project Configuration**

**Figure 61. CIG project configuration flow.**

The product name can be as below:

- SAP Ariba Procurement: Used to integrate ERP solution with SAP Ariba P2P solution via CIG
- SAP Ariba Business Network: Used to integrate ERP to SAP Ariba Business Network via CIG
- SAP Ariba Sourcing: Used to integrate ERP solution with SAP Ariba Sourcing solution via CIG

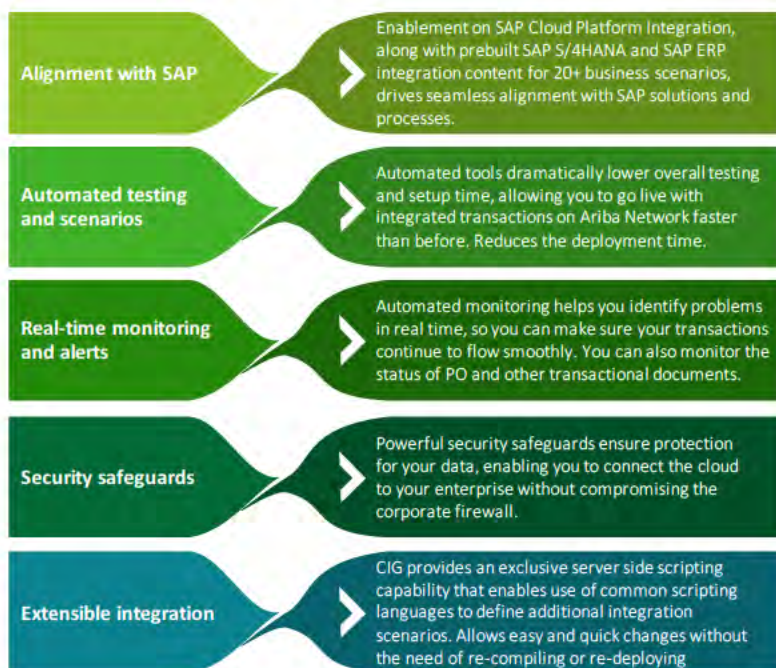
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Figure 62. CIG project basic information.



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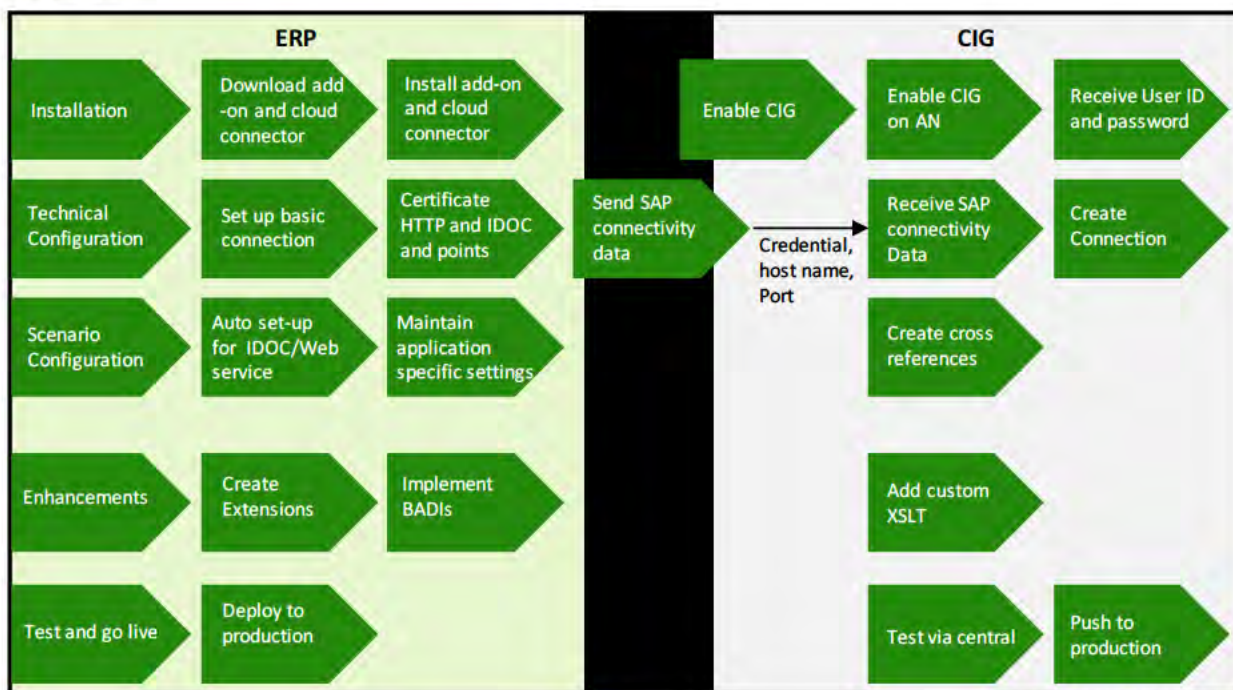
Figure 63. SAP Ariba CIG Advantages.



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Figure 64. SAP Ariba CIG advantages.

There are few basic pre-requisites needed to establish the master data interface successfully from ERP Systems to SAP Ariba.



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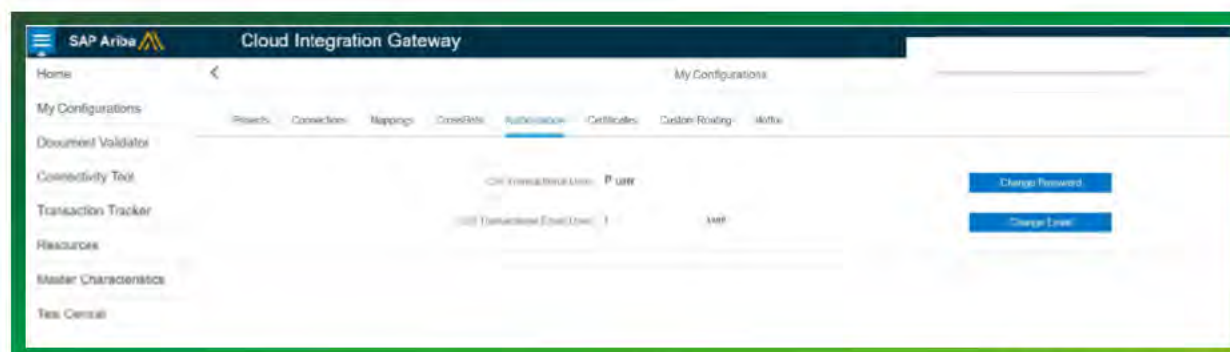
Figure 65. Pre-requisites of integrating ERP via CIG.

There are a few basic pre-requisites needed to establish the master data interface successfully from ERP System to SAP Ariba.



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Figure 66. SAP Ariba CIG Activation.



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**Figure 67. Cloud Integration Gateway User profile.**

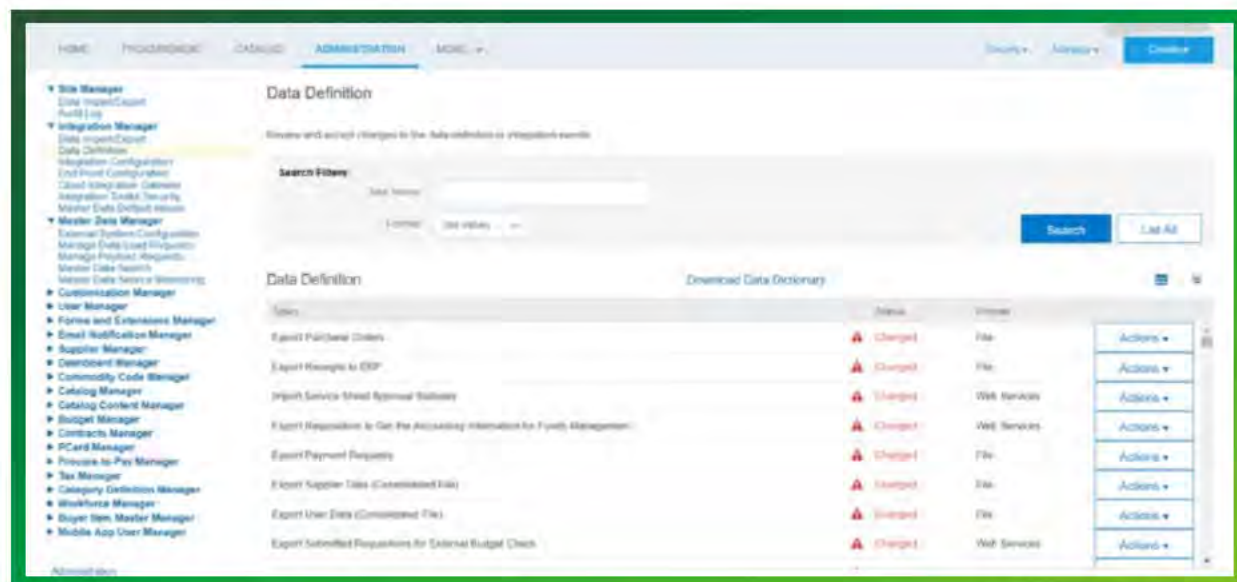
CIG certificate needs to be downloaded from CIG Integration Portal in Resources.



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**Figure 68. Cloud Integration Gateway Certificate import.**

Data definitions tables in SAP Ariba can be seen from Integration Manager>Data definitions that also provide the data format of upload if its File, Webservices.



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Figure 69. Template for Data Definition.

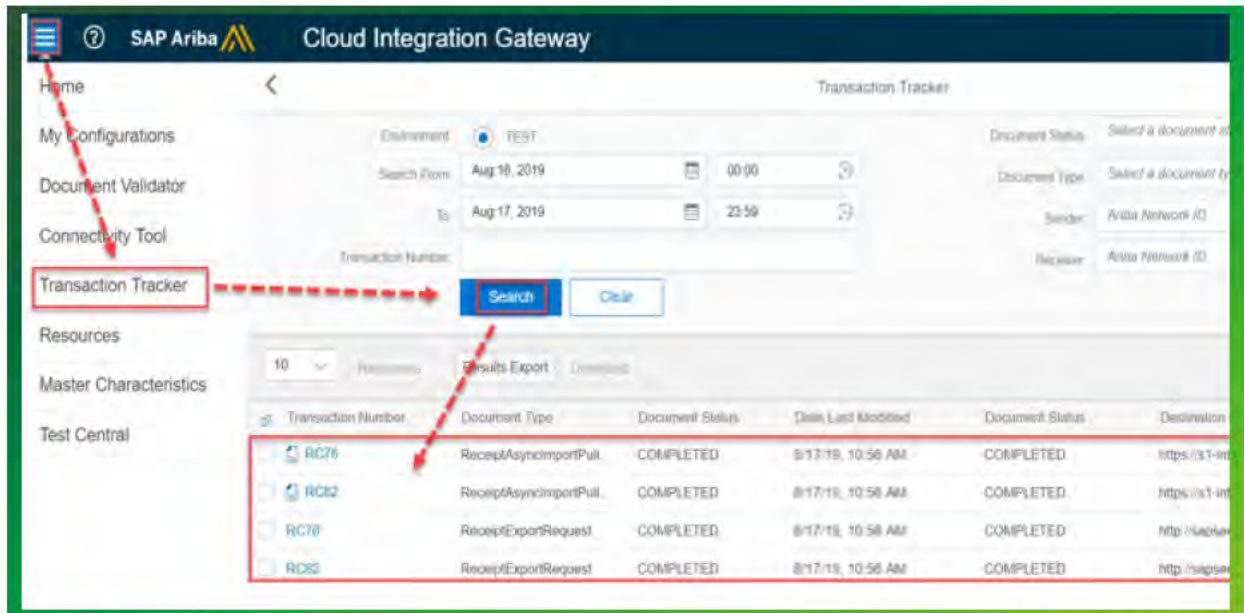
**Confirmation/Exception Handling:** Confirmation of successful runs can be obtained by setting up real-time monitoring and alerts in Cloud Integration Gateway. Cloud connector to be configured to send the status back to ERP system for reporting purposes and for exception handling.

Status of messages flowing to/from SAP Ariba CIG can also be tracked & reviewed with the help of a tool within CIG called **Transaction Tracker**. Filters can be applied based on date range or document status or document type. Using this tool, we can download the XML messages (both inbound and outbound) to diagnose issues.



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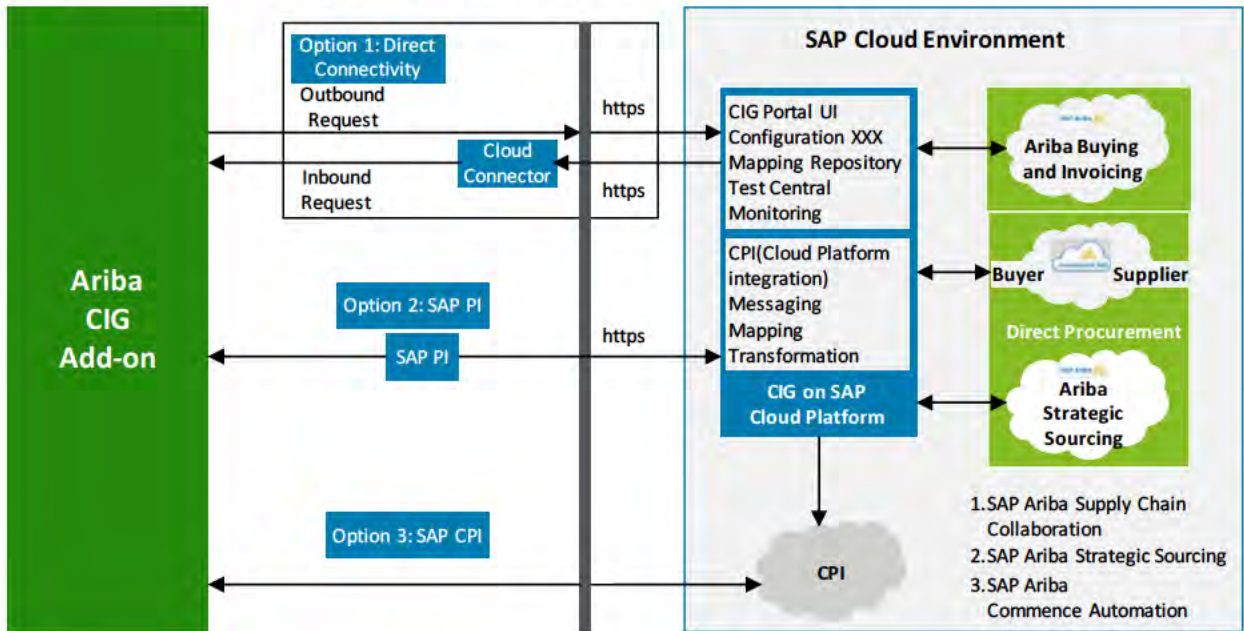
Figure 70. Transaction Tracker.



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Figure 71. Filter Criteria options in Transaction Tracker.

#### Integration Architecture & Options with SAP Ariba CIG



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Figure 72. Integration Architecture via SAP Ariba CIG.

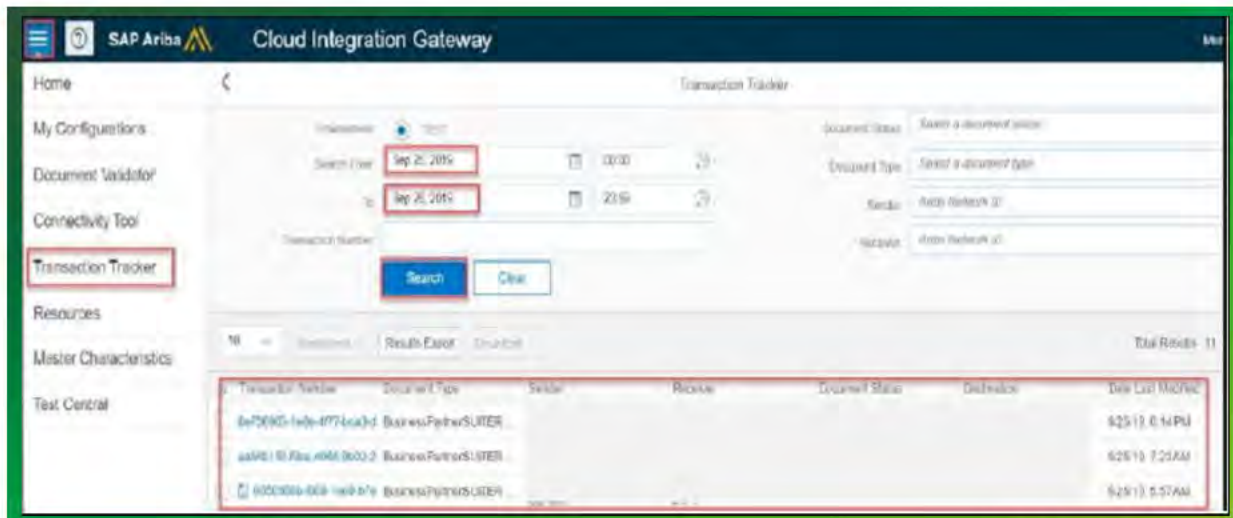
[illegible]

**Figure 73. Standard SAP Ariba CIG Integration artifacts.**

| Integration Option                         | Description                                                                                                                                                                                                                                                                                                                   | Supported ERP's                                                                                                                                                                                      | Supported Middleware's                                          | Application for                                                   | Sync Frequency              |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------|
| ITK ( File Based HTTPS)                    | <ul style="list-style-type: none"> <li>Flat file(or CSV file) based integration using Windows/Unix batch scripts</li> <li>Uses HTTPS POST</li> <li>ITK equivalent can be easily built &amp; deployed in most batch scheduling tools</li> </ul>                                                                                | Any ERP which supports FTP/NAS server(e.g. : SAP ECC or S/4HANA)                                                                                                                                     | Any middleware with Window or Unix server                       | Master & Transactional Data(Indirect Proc)                        | Batch Scheduled             |
| Medicated (Middleware) with Ariba CI-9 SP2 | <ul style="list-style-type: none"> <li>Ariba, standard, ready to deploy integration content</li> <li>SOAP Web Services integration using a middleware(e.g., SAP PI, Oracle Fusion or Web Methods, etc.,)</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>SAP ECC</li> <li>SAP S/4HANA</li> <li>Oracle (Limited)</li> </ul>                                                                                             | SAP PI/PO Requires customs mapping in other middle wares        | Master & Transactional Data                                       | Real Time & Batch Scheduled |
| Direct Connectivity with Ariba CI-9 SP2    | <ul style="list-style-type: none"> <li>Ariba standard, ready to deploy integration content</li> <li>SOAP Web Services integration using direct ERP connection</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>SAP ECC</li> <li>SAP S/4HANA onl</li> </ul>                                                                                                                   | N/A                                                             | Master & Transactional Data                                       | Real Time & Batch Scheduled |
| Ariba API's                                | Ariba standard API's for integrating with boundary system                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Standard – Vertex or OneSource (Tax engine)</li> <li>N/A – require development in target ERP's/boundary systems to make API calls or consume API's</li> </ul> | N/A – need custom interface mapping in middleware               | Specific boundary system integrations (e.g, Tax, Reporting, etc.) | Real Time                   |
| Ariba Cloud Integration Gateway            | <ul style="list-style-type: none"> <li>Ariba standard, cloud based Integration as a Service solution for all Ariba integrations with Buyers &amp; Suppliers</li> <li>Supports over 200 integrations and</li> <li>Optimal middleware configuration is possible</li> <li>Recommended for Ariba integrations with ERP</li> </ul> | <ul style="list-style-type: none"> <li>SAP ECC</li> <li>SAP S/4HANA</li> </ul>                                                                                                                       | SAP PI/POSAP CPI Requires customs mapping in other middle wares | Master & Transactional Data                                       | Real Time & Batch Scheduled |

**Figure 74. SAP Ariba Integration options.**

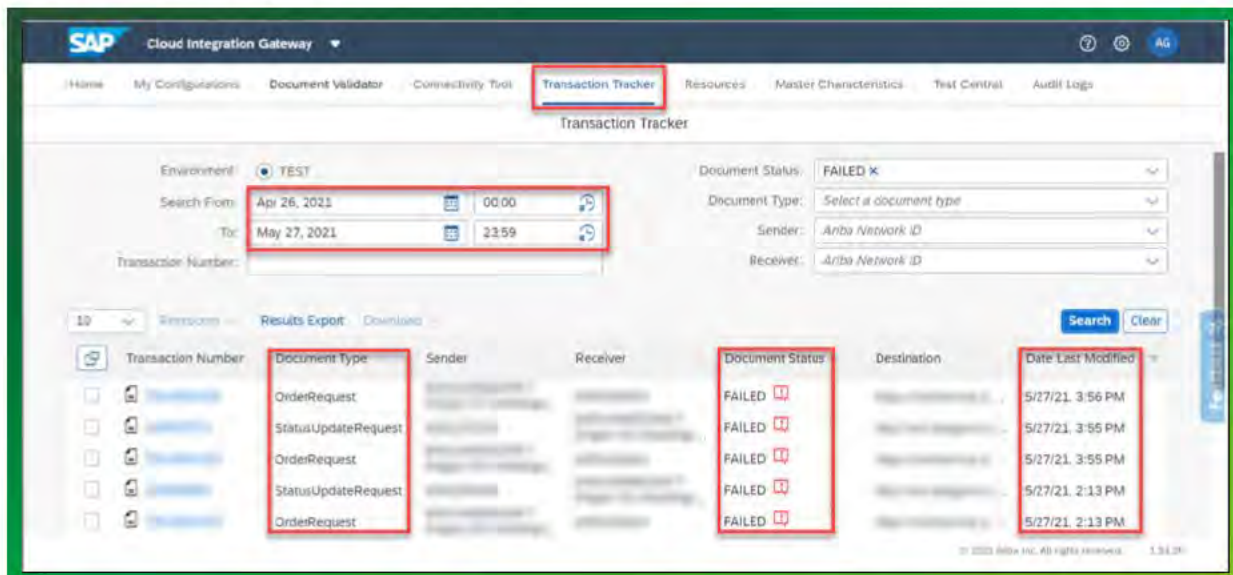
Transaction Tracker enables the customer to monitor the inbound and outbound messages towards CIG. Buyers can track the messages based on their Environment Test/Production, Status or Type of the documents or Transaction Numbers.



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Figure 75. Transaction Tracker.

SAP Ariba Procurement solution Cloud Integration Gateway (CIG) has functionality enabling tracking the transactions that go to SAP Ariba through CIG. Using option 'Transaction Tracker' in CIG, Participating Entity can monitor various transactional data as one-stop-solution based on date range and also shows the status of those transaction if its success/failure.



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Figure 76. Monitor transactional data & status via Transaction Tracker.



## 10. Office Automation Integration

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### 10 Office Automation Integration– Vendor

Proposals must describe Solution compatibility and any integration with Office Automation products. At a minimum, Bidders must address Microsoft Office suite products (Word, Excel, PowerPoint, etc.) and Adobe. The response must describe these capabilities to support, at a minimum, documents as attachments, automated generation of documents (e.g. purchase orders, solicitations, contracts), import/export of transaction data (e.g. requisition line items, solicitation line items, bid tabulations, evaluation scores, contract line items), and cut/paste of text into Solution text fields.

#### Response requirement:

- RTM: Tab 4, TECH-60
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Office Automation Integration objectives and requirements.

SAP Ariba cloud solutions are certified to work with specific versions of Microsoft Word, Microsoft Excel, Microsoft Outlook, and Microsoft Project. We have been a leading partner in implementing the SAP Ariba solution and based on our vast client experience, we propose the below listed office tools that can be integrated with SAP Ariba to Participating Entity.

| SAP Ariba solution                                        | Microsoft Excel        | Microsoft Word         | Microsoft Outlook      | Microsoft Project                  |
|-----------------------------------------------------------|------------------------|------------------------|------------------------|------------------------------------|
| SAP Ariba Contracts                                       | 2007, 2010, 2013, 2016 | 2007, 2010, 2013, 2016 | 2007, 2010, 2013, 2016 | 2000, 2002, 2003, 2007, 2010, 2013 |
| SAP Ariba Sourcing                                        |                        |                        |                        | 2016, if requested                 |
| SAP Ariba Supplier Information and Performance Management |                        |                        |                        |                                    |
| SAP Ariba Supplier Information Management                 |                        |                        |                        |                                    |
| SAP Ariba Start Sourcing                                  |                        |                        |                        |                                    |
| SAP Ariba Buying and Invoicing                            | 2007, 2010, 2013       | 2007, 2010, 2013       | 2007, 2010, 2013       | Not applicable                     |
| SAP Ariba Buying                                          |                        |                        |                        |                                    |
| SAP Ariba Invoice Management                              |                        |                        |                        |                                    |
| SAP Ariba Catalog                                         |                        |                        |                        |                                    |
| SAP Ariba Spend Analysis                                  | 2007                   | Not applicable         | Not applicable         | Not applicable                     |

Figure 77. Office tools that can be integrated with SAP Ariba.

SAP Ariba solutions provide integration with Microsoft Word for using documents in projects. Users can view, edit, compare versions, merge, and review changes in documents, cut/paste of text into Solution text fields along with utilizing word documents as attachments using Microsoft Word. SAP Ariba solutions are integrated with Microsoft Word, which enables users to seamlessly edit Word documents in projects. When Desktop File Synchronization (DFS) is enabled and a user opens a Word document in a project, SAP Ariba invokes Word on the user's system and loads the document for the user. SAP Ariba solution automatically downloads the most recent version of the document to the user's local system. Using User Interface and CSV, customer with proper access can import data into SAP Ariba or Export out of SAP Ariba.

SAP Ariba solutions support the use of Word 2007 and higher; however, if you must merge documents created in Word 2003 with documents created in Word 2007, you must perform the merge in Word 2007 and not in other versions of the product. This is due to a Microsoft restriction.

In addition, SAP Ariba solutions provide the following Word integration features when DFS is enabled:

- The Compare Versions operation, available from the Version History tab of the detailed view of a document. This operation enables you to compare a document with the previous version, with the changes highlighted inline.

- The Merge Document operation, available from the Action menu for a document. This operation merges a document with another Word document in a project. The merged document shows the changes highlighted inline.

The Review Change operation, which is available when working with review and approval tasks. This operation enables you to view changes from reviewers and accept or reject individual changes within the file.

#### Adobe Support

SAP Ariba solution is supported by Adobe and the Adobe Sign feature reduces the contract cycle time, increase efficiency, and eliminate rework by adding electronic signatures.

It helps in collecting signatures faster and get contracts signed electronically within your SAP Ariba environment.

**Automate processes** – Integrate signature tasks within your SAP Ariba workflow to combine internal and external approvals. Prepare and send documents for e-signature in the SAP Ariba Contract Management module.

**Simplify contract completion** – Enable recipients to view, sign and return contracts from a web browser or mobile device. Automatically send a certified PDF copy of executed agreements to all parties.

**Stay informed** – Track document status from anywhere. Instantly know when they're opened, signed and returned.

## 11. Mobile Device Support

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### 11. Mobile Device Support– Vendor

The Solution functionality should be accessible from mobile devices including cell phones and tablets.

Response requirement:

- RTM: Tab 4, TECH-61
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Mobile Device Support objectives and requirements.

SAP Ariba Supplier mobile app helps you take your business on-the-go. Participating Entity users can stay connected with customers on iPhone, iPad, or Android devices and leverage the SAP Ariba functionality.

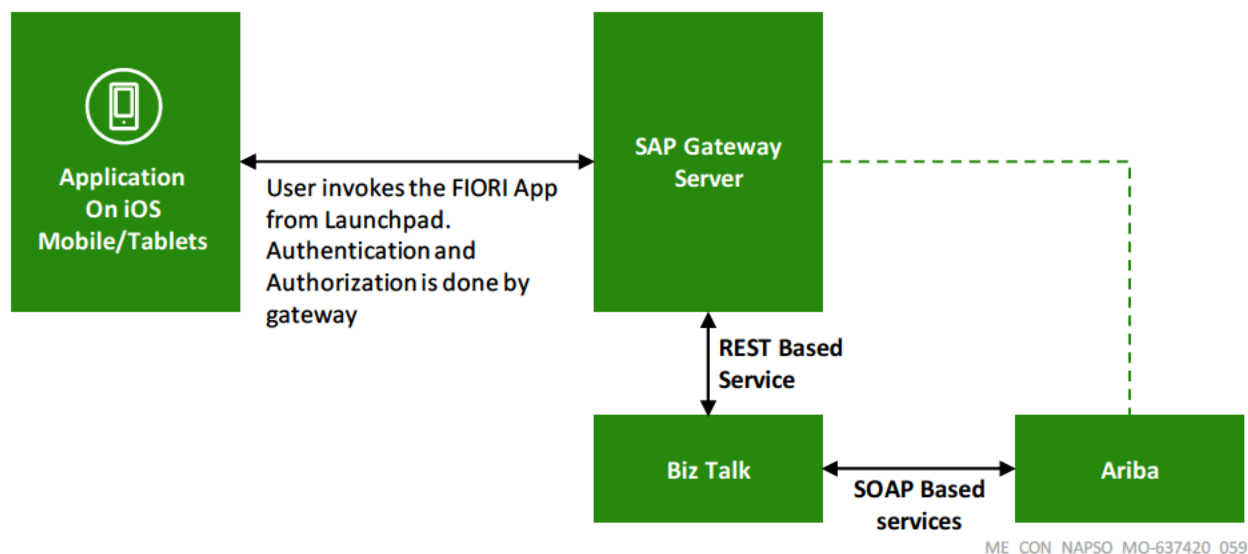


Figure 78. SAP Ariba Supplier mobile app integration flow.



The SAP Ariba Mobile app includes the following features:

- **Shopping Cart:** Allows you to create requisitions from the SAP Ariba Mobile app on your mobile device. The Shopping Cart includes the following features:
  - Catalog Search. Users can search their organization's catalog and order items from it.
  - Spot Buy Purchases. Users who are enabled to use the SAP Ariba Business Network Spot Buy feature see search results from eBay and can purchase directly from eBay sellers.
- **Requisition Approval:** Approvers can quickly approve or deny requisitions. Approvers can view requisition details and history, view attachments, add comments, and receive reminder nudges from the requester.
- **Requisition Tracking:** Users can track the requisitions they submitted. They can view requisition details and history, view the approval flow, and nudge the current approver. They can also withdraw requisitions.
- **Viewing Requisitions as a Watcher:** Users who are watchers in an approval flow can monitor requisitions. Watchers can view requisition details and history, view attachments, add comments, and nudge the current approver.
- **Viewing Previous Approvals and Denials:** Approvers can review the details and attachments of requisitions they recently approved or denied.
- **SAP Ariba Exchange User Community Access:** Users can read and comment on articles on the SAP Ariba Exchange User Community.
- **Touch ID Support for iOS Devices:** If your iOS device has Apple Touch ID capability, and you have enabled it on your device, you can use it to access the SAP Ariba Mobile app instead of using a PIN.
- **Sending the Supplier 360° Report to an iOS Device:** If you have an Apple iOS device, you can send the Supplier 360° report to the SAP Ariba Mobile app, allowing you to view a PDF version of the report on your mobile device.
- **Pinning Requisitions:** While viewing a requisition in the SAP Ariba Mobile app, an approver can "pin" the document for later viewing in their SAP Ariba Procurement Solution. Pinned requisitions are added to the Pinned Items action tile on the dashboard of the SAP Ariba Procurement Solution.

## 12. Mobile Applications

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### 12. Mobile Applications– Vendor

The Solution should include Mobile Application capabilities that leverage mobile device specific functionalities. These Solution Apps must meet all of the relevant technical, audit and security controls as required of the full Solution.

Response requirement:

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

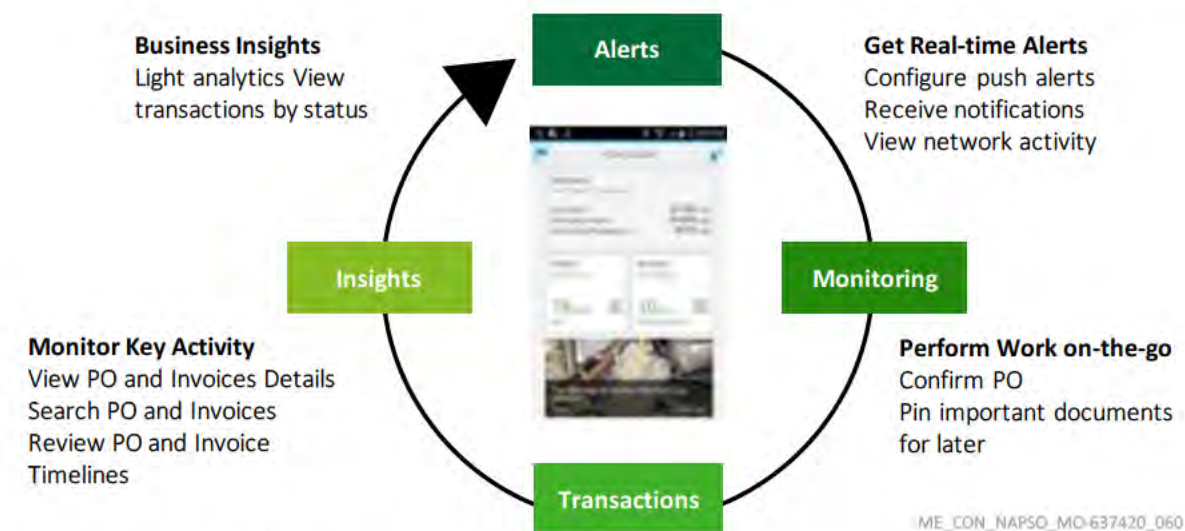


Figure 79. SAP Ariba Mobile App High Level Feature.

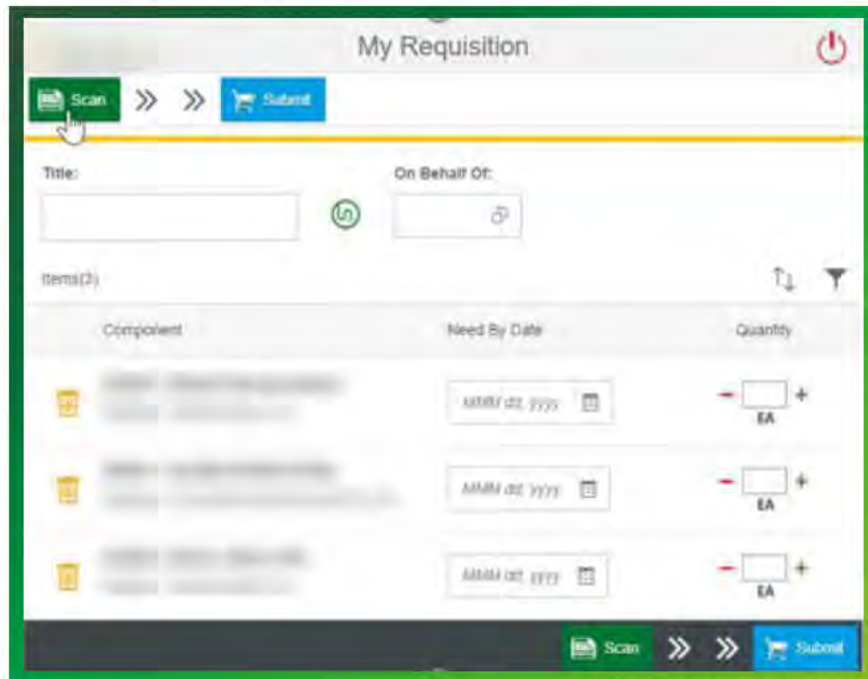
Below are few Key Apps provided by SAP Ariba.

| Mobile Apps                                | Functionality                                                                                                                                                                                       |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SAP Ariba Supply Chain                     | Gain instant visibility into the supply chain no matter where you are. Use the mobile app to manage availability of supply, view information from purchase orders, confirmations, and ship notices. |
| SAP Ariba Procurement                      | Stay connected with your business to make timely and effective decisions on-the-go. With the SAP Ariba Procurement mobile app, you can review and approve requisitions anytime, anywhere.           |
| SAP Ariba Supplier                         | Use our role-based, action-oriented app to get timely notifications and take immediate action on orders and invoices.                                                                               |
| SAP Ariba Procurement Mobile App Datasheet | Put procurement control in the palm of your hand                                                                                                                                                    |
| SAP Ariba Mobile Buyer                     | The SAP Ariba Mobile application lets you view, track, and act on your requisition.                                                                                                                 |

Figure 80. SAP Ariba mobile apps.



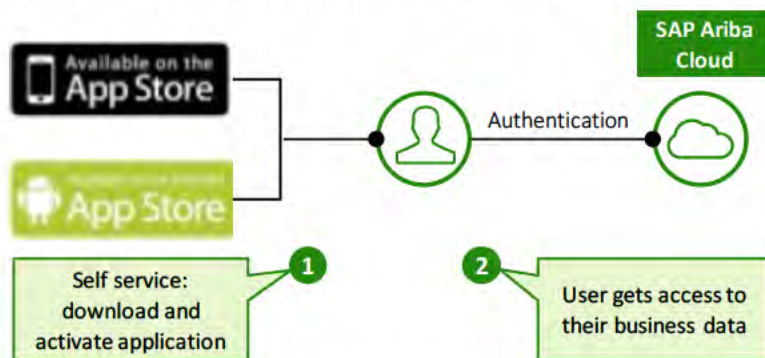
## Purchase Requisition App



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Figure 81. SAP Ariba Purchase Requisition App.

## User Onboarding on SAP Ariba Business Network



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Figure 82. Onboarding on SAP Ariba Business Network.

The SAP Ariba mobile app supports the following operating systems and devices:

- iOS versions 7.x and later on:
  - iPad 2, Air, mini, mini with retina
  - iPhone 4, 4s, 5, 5s, 5c, 6, 6 Plus, 6s, 6s Plus

With iOS, the app works best when viewed on iPhone 5s, 5c, 6, 6 Plus, 6s, or 6s Plus; iPad Air.

- Android KitKat 4.4 and Lollipop 5.0 on:
  - Samsung Galaxy S4, S5, and S6



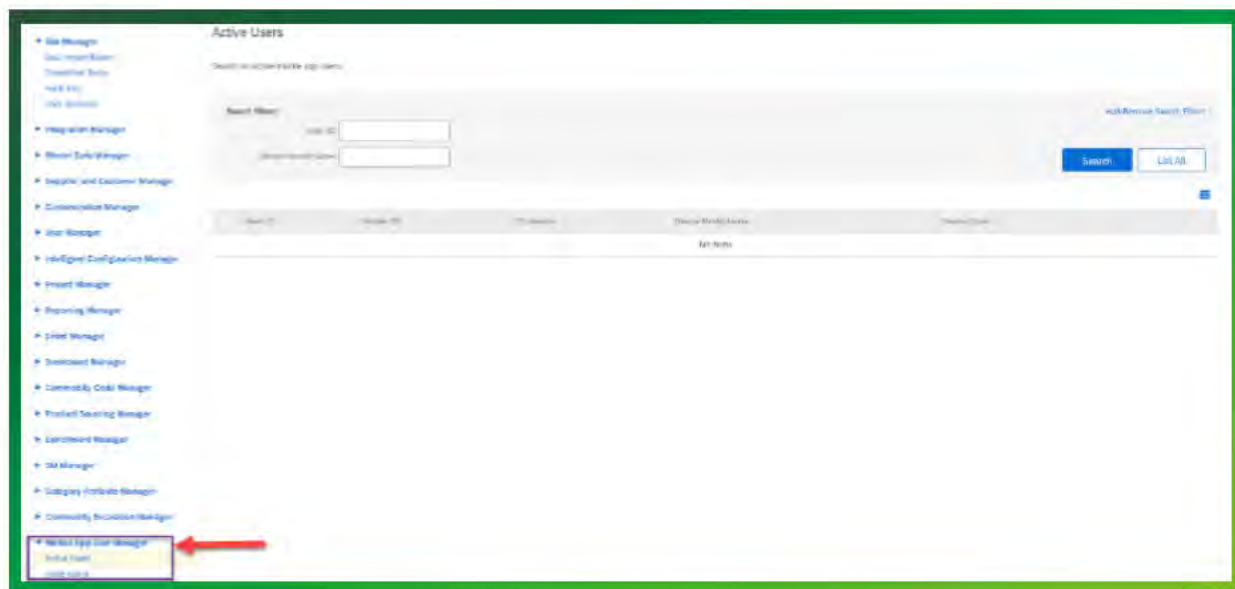
- Samsung Galaxy Tab S, Tab 2
- Samsung Galaxy Note 2 (KitKat 4.4), 3, 4, 5

With Android, the app works best when used on Samsung Galaxy S5 and S6 devices.

The SAP Ariba mobile app is not certified with mobile device management (MDM) platforms.

- The Touch ID Support feature is only supported on iOS versions 7.x and later on the following devices:
  - iPad Air 2, Mini 3
  - iPhone 5s, 6, 6 Plus, 6s, 6s Plus

To capture Audit log for mobile users, SAP Ariba business network dashboard provides an option under 'Mobile App User Manager'. For users who are using the SAP Ariba Procurement app, Mobile App User Manager --> Active Users will show the users who have activated devices in the past. However, it will not show the time in which they logged in.



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**Figure 83. List of Active Users having activated the SAP Ariba Procurement app.**

Security features in the SAP Ariba mobile app help protect your data and the communication between the app and the SAP Ariba.

- **App activation code:** Users receive a code on their device and enter it in the SAP Ariba solution. The code allows the SAP Ariba mobile app to communicate with the SAP Ariba solution and access solution data.
- **App pin:** Users create a 6-digit PIN that they use to log in to the SAP Ariba mobile app.
- **Touch ID support for iOS devices:** Allows users with iOS devices to use Apple Touch ID instead of a PIN to access the SAP Ariba mobile app.
- **App timeout:** By default, the user is logged out of the app after 5 minutes of inactivity. The length of the timeout is configurable by SAP Ariba via a site parameter.



- **Data encryption:** All data is encrypted, including data transmitted over the network and data stored on the device (for offline access).
  - All communication between the device and the server is over TLS 1.2.
  - Data stored on mobile devices is encrypted using AES 256.
- **Certificate pinning:** The mobile app (a client) is hard-wired with the SAP Ariba servers' certificate digest to facilitate that the app is communicating only with the correct servers.
- **Jailbreak and rooting detection:** You can have SAP Ariba configure a parameter on your site to detect jailbreaking or rooting, forcing the app to close if either state is detected. Jailbreaking and rooting are ways of removing restrictions put in place by device manufacturers.
- **Data removal from deactivated devices:** SAP Ariba solution data stored on the device is automatically removed from the device when the device is deactivated.

## 13. Data Ownership and Access

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### 13. Data Ownership and Access– Vendor

Participating Entity data in the Solution is owned by the Participating Entity. Participating Entity must be able to access and obtain/extract a copy of their data upon demand, including the associated data dictionary, and at no cost/charge.

Response requirement:

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

As the consumers of the data, it is important that the Participating Entity takes on the responsibility of data ownership. While each department may have a different approach for managing their data, they must be aligned on the design and value of global components and the respective management and governance processes have a clear connection point. As part of our governance design, we will identify the data owners (and gaps) and involve them in the process.

Participating entity, as the owner of data, would be able to access the data at no additional cost other than subscription cost for using SAP Ariba Services.

<https://www.sap.com/about/agreements/policies/ariba/archive/data-policy-17-4-04-2014.html>

## 14. Data Retention, Archive, and Purge Considerations

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### 14. Data Retention, Archive, and Purge Considerations– Vendor

The Solution must provide Archive and Purge capabilities which can conform to relevant Participating Entity document retention schedules.

Response requirement:

- RTM: Tab 4, TECH-62
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Data Retention, Archive and Purge objectives and requirements.

SAP retains customer data for the life of the subscription and in accordance with the SAP Ariba Data Policy and Privacy Statement found at the following URL: <http://www.sap.com/corporate-en/about/our-company/policies/ariba/data-policy.html>



Data retention is governed by the active contract. SAP retains Participating Entity's data on the service for the duration of the subscription term and subsequent renewal term, subject to legal requirements imposed on auction site operators. During this time, Participating Entity may download data using the functionality within the application, to meet your specific retention requirements.

The basic message header data (for example, payload ID, timestamp) of all cXML messages to and from the SAP Ariba Business Network are stored in database tables to guarantee serialization and duplication checks. Report ARBERP\_CLEANUP\_DB\_TABLES can be scheduled occasionally to archive these entries when they are no longer needed and thus keeping the database tables to a reasonable size.

SAP Ariba Business Network manages the invoices by providing an option to archive the invoices in zip format. SAP Ariba Business Network can save invoices in zip format (twice a day, daily, every week, every two weeks, or every month) and store them for three months. For each specified invoice archival period, SAP Ariba Business Network waits for a 30-day period before it begins the archival process unless you want to archive invoices immediately. The 30-day lag time for archiving reflects the average time it takes for an invoice to complete the invoicing cycle. Archived invoices are available for download from the Archived Invoices page in the Outbox for suppliers and the Inbox for buyers. SAP Ariba Business Network can also send archived invoice files to the pending queue or automatically deliver them (via HTTPS) as soon as they are available.

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Figure 84. Invoice Archival Options.

## 15. Disaster Recovery Plan

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### 15. Disaster Recovery Plan– Vendor

Bidders must have a Disaster Recovery Plan for the Solution. The Plan will document the sequence of events and sequence of communications to follow in the circumstance that an internal or external interruption of service or infrastructure failure or natural disaster (act of nature).

Response requirement:

- \* RTM: N/A
- \* Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Disaster Recovery Plan objectives and requirements.

The Disaster Recovery Plan documents Participating Entity's Disaster Recovery steps and timeline for reestablishing Production operations after a disaster. The plan describes the preparation and actions required to effectively respond to a disaster, assign responsibilities, restore systems and the procedures for testing and maintaining the plan.



The Disaster Recovery planning methodology implements a risk assessment approach that evaluates the known risks and their potential impacts to the business, develops detailed requirements for mitigation strategies, develops and implements plans and periodically updates them to meet the changing needs of the business and evaluate new and changing threats.

### **Disaster Definition**

For the purpose of this plan, a disaster is major unplanned business disruption, such as loss of utility service, building evacuation, or a crisis event such as a major fire, flooding, earthquake, etc. Conditions that could be declared a disaster include the following:

- Infrastructure failure that is expected to take more than 48 hours to repair, including:
  - Server failure
  - Network failure
  - Storage subsystem failure
  - Facilities
- Natural disasters, including flood, storm, fire, earthquake, lightning, etc.
- Human caused disasters, including fire, chemical accident, sabotage, willful destruction, explosion, burst pipes, electrical outage, etc.
- Political disasters, including riot, public demonstration, civil disturbance, etc.
- Electronic warfare, including hackers, cyber terrorism, computer viruses, denial-of-service attacks, etc.

### **Disaster Readiness**

Disaster readiness is a continuous cycle of planning, testing, and taking corrective action in an effort to facilitate effective coordination during a disaster. This Plan defines disaster readiness as creating a backup of Origin's Primary Data Center, testing the *Business Continuity and Disaster Recovery Plan*, and updating the *Business Continuity and Disaster Recovery Plan* based on test results.

### **Disaster Recovery**

Disaster recovery is the process of following a set of policies and procedures to enable the continuity of vital technology infrastructure and systems following a disaster. This Plan defines disaster recovery as declaring a disaster, restoring operations at the Disaster Recovery Data Center, operating from Disaster Recovery Data Center, and restoring operations at the Primary Data Center.

### **Recovery Point Objectives**

The Recovery Point Objective (RPO) is the age of the information that must be recovered from [backup storage](#) in order for normal operations to resume when recovering from a disaster. The RPO is expressed backward in time (that is, into the past) from the instant at which the failure occurs, and can be specified in seconds, minutes, hours, or days. The RPO requirement for Origin is 24 Hours.



## Recovery Time Objectives

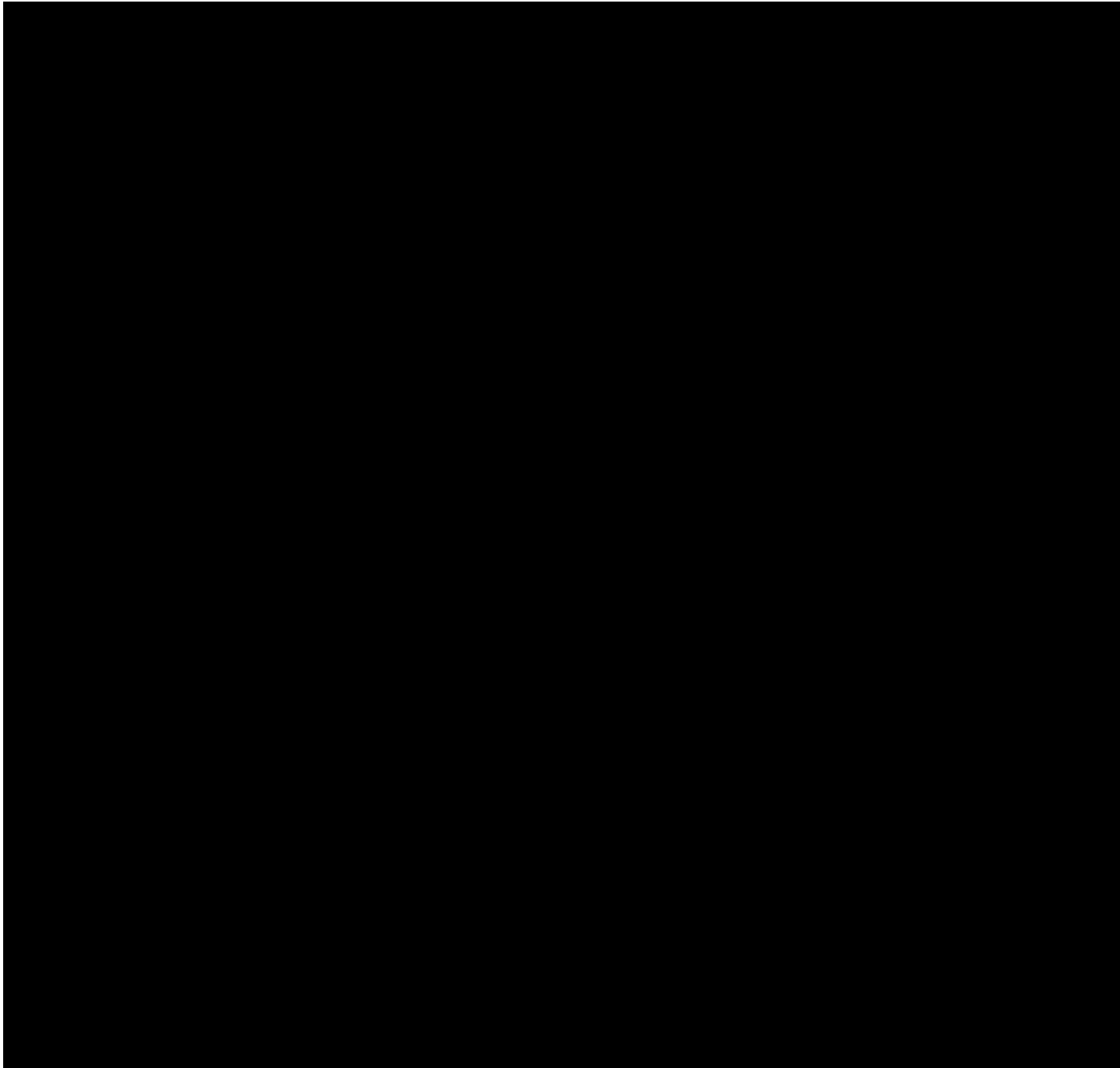
Recovery Time Objective (RTO) is a time period within which Origin must be restored after a disaster event in order to avoid unacceptable breaks in business continuity. The RTO, together with the RPO, helps choose the optimal disaster recovery technologies and procedures. The RTO requirement for Origin is 24 hours.

## Roles and Responsibilities during Planning, Testing, and Execution

The following subsections describe the roles and responsibilities for preparing for and responding to a disaster. Below figure shows the Disaster Recovery team organization.

| Role                                                                                                                             | Responsibility                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Disaster Recovery Coordinator                                                                                                    | Plan, coordinate, and manage disaster recovery                                                                                   |
| Middleware Administrator, Network Administrator, Database Administrator, Security Operations Administrator, and System Architect | Aid in evaluating and assessing damage(s) caused by a disaster and provide support for carrying out disaster recovery activities |
| Hosting Provider Support Staff                                                                                                   | Provide support for carrying out disaster recovery post-activities                                                               |
| Communications Liaisons                                                                                                          | Provide communications assistance during a disaster recovery event                                                               |
| Business Process Owners                                                                                                          | Provide business subject matter expertise during testing and a disaster event                                                    |
| Testers                                                                                                                          | Provide testing support                                                                                                          |

Figure 85. Roles & Responsibilities of Disaster Recovery team.



**BCP Plan (Business Continuity Plan)**

- Setup a business continuity management team with defined roles and responsibilities for preparedness and response planning
- Conduct business impact analysis for every service line to understand which processes are mission critical to the survivability of the business
- Identify maximum tolerable period of disruption for all services
- Conduct system impact analysis for all systems



- Determine acceptable level of services during recovery and sequence of processes/systems to be restored first in sequence
- Identify essential employees, sub-contractors, services, logistics, etc. by location to maintain business operations
- Develop the call tree process required in case of emergency

SAP Ariba solutions are deployed in regional data center pairs so, in the event of a failover, the data will remain within region. Failover from one site to another has a design goal for its recovery time objective (RTO) to not exceed four hours. The design goal for the recovery point objective (RPO) is five minutes.

Disaster recovery options are included for all cloud services for SAP Ariba solutions. In the event of a failover to the secondary data center, no customer changes are required, as all URLs that customers use to reach the applications will continue to work. SAP will notify customers through e-mail in the event of unplanned downtime.

Internally, SAP Ariba solutions use a documented system recovery plan that outlines the approach and steps for recovering the applications. This document defines roles and responsibilities in the event of disaster:

- Cloud engineering services personnel maintain the hardware remotely
- SAP Ariba solutions maintains the application software
- Processes are in place to keep database and storage subsystems synchronized between primary and secondary data centers
- The failover processes for all infrastructure elements are automated
- If the primary data center incurs a catastrophic event, SAP will declare the primary data center “down” and the Cloud Engineering Services team will initiate the process to switch to the secondary data center and restart the applications at the secondary data center

## 16. Solution Environments

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### 16. Solution Environments– Vendor

The Solution must include the following system environments at a minimum:

- Development Environment – this environment should have the capability to be integrated with the Participating Entity’s finance system development environment to facilitate development and unit/system testing of integration functionality.
- User Acceptance Test Environment – this environment will be used by the Participating Entity to validate functionality and system performance prior to release to Production. This environment should have the capability to be integrated with the Participating Entity’s finance system test environment to facilitate testing of all procurement processes.
- Training Environment – this environment will have the same components, software, functionality as the Production environment and new releases/upgrades/changes made to Production will also be applied to the Training Environment at the same time as Production or at a schedule mutually agreed with the Participating Entity. This environment should have the capability to be integrated with the Participating Entity’s finance system training environment to facilitate training on all procurement processes.
- Production Environment – this environment will provide user access to all components, software and functionality as required by the Contract.

#### Response requirement:

- RTM: Tab 4, TECH-63 through TECH-67
- Inline Narrative: Bidders must provide a detailed narrative response that describes overall solution components that will meet the Solution Environments objectives and requirements.

---

During the life cycle of design, development, and implementation, it is important to make a clear distinction between the development and testing of system settings and the productive use of the developers and testers. Typically, an SAP development and testing environment is used by a limited number of functional and technical



development resources realizing the system according to the business requirements. To check whether these developments conform to the specifications, it is required to test them in a separate environment that mimics the eventual production environment in a realistic manner.

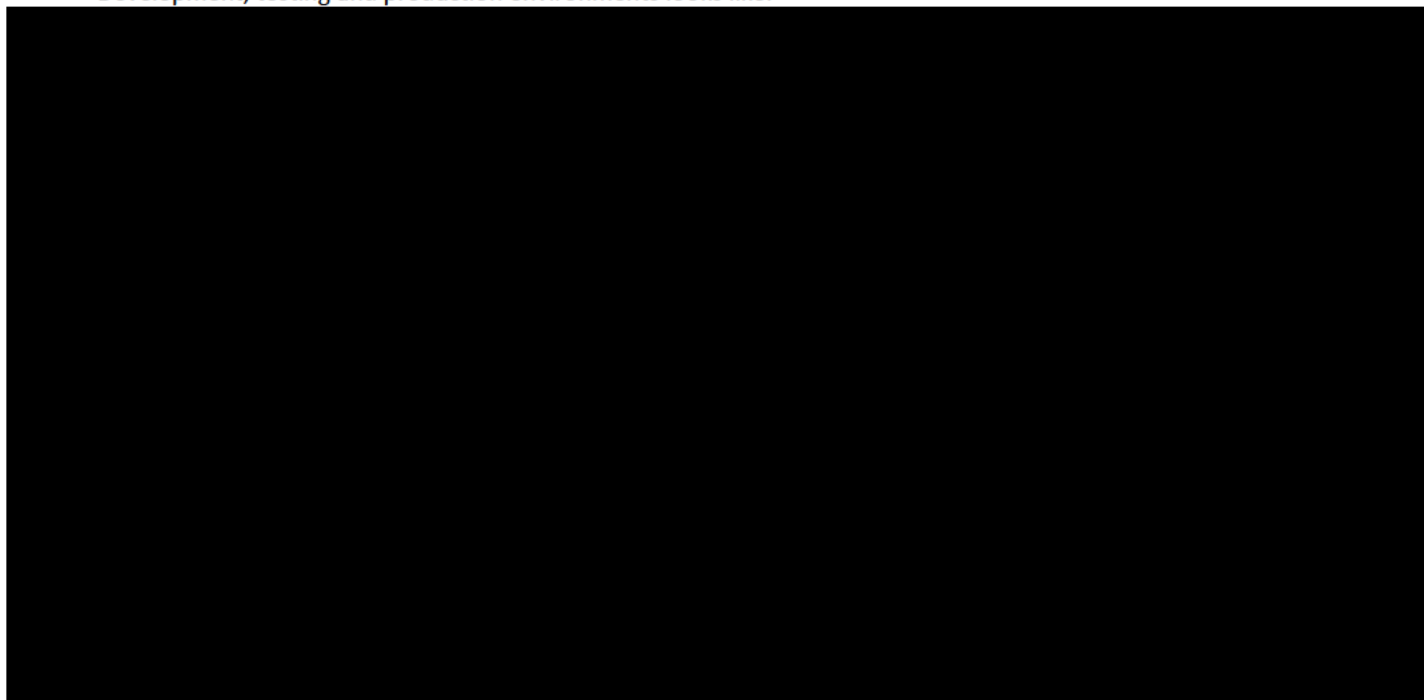
After assuring that the developments materially meet the requirements and broadly conform to quality standards, code changes needs to be moved to the production environments for “live” use. The production environment must be tightly controlled. Only developments that pass the test criteria in the test environment and are deemed ready for operational use by the State are moved to the production environment for productive use.

Participating Entity would receive two environments by default from SAP: Production and Test/Development. The test/development environment is used for initial configuration and setup. The production environment is used for production. Additional environment is available for an additional charge.

| System                         | Description                                                                                                                                                                                                                               |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Development/ Test (DEV)</b> | The Development/Test System is where development occurs – configuration; technical objects including interfaces, conversions, and security as well as initial data conversions. It is the start of the production transport support path. |
| <b>Production (PRD)</b>        | Final Production System. This system receives all changes through transports following production support path.                                                                                                                           |

**Figure 87. System environments from SAP**

SAP Ariba integration with Finance system is described in the below illustrative diagram and it describes the typical Development, testing and production environments looks like.



## 17. Solution Technical Architecture

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### 17. Solution Technical Architecture– Vendor

Bidders are to provide technical architecture diagrams that provide a pictorial view of application modules/functions and the platform on which they reside, data architecture including common data exchange points with entity legacy applications, vendor's catalogs, and vendor order processing and data integration among Solution modules. Describe the development tools and languages used in developing application modules. Describe the techniques used in developing application modules. Describe the techniques used to exchange data. Identify network architecture components that are shared among customers and components dedicated to the proposed solution

Response requirement:

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

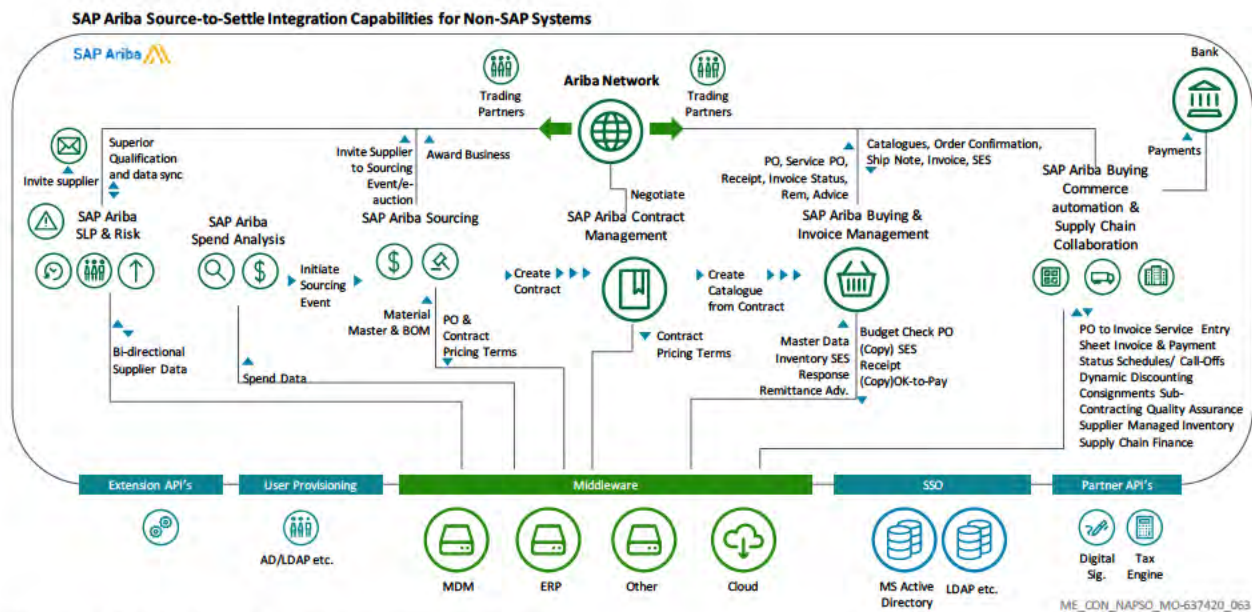
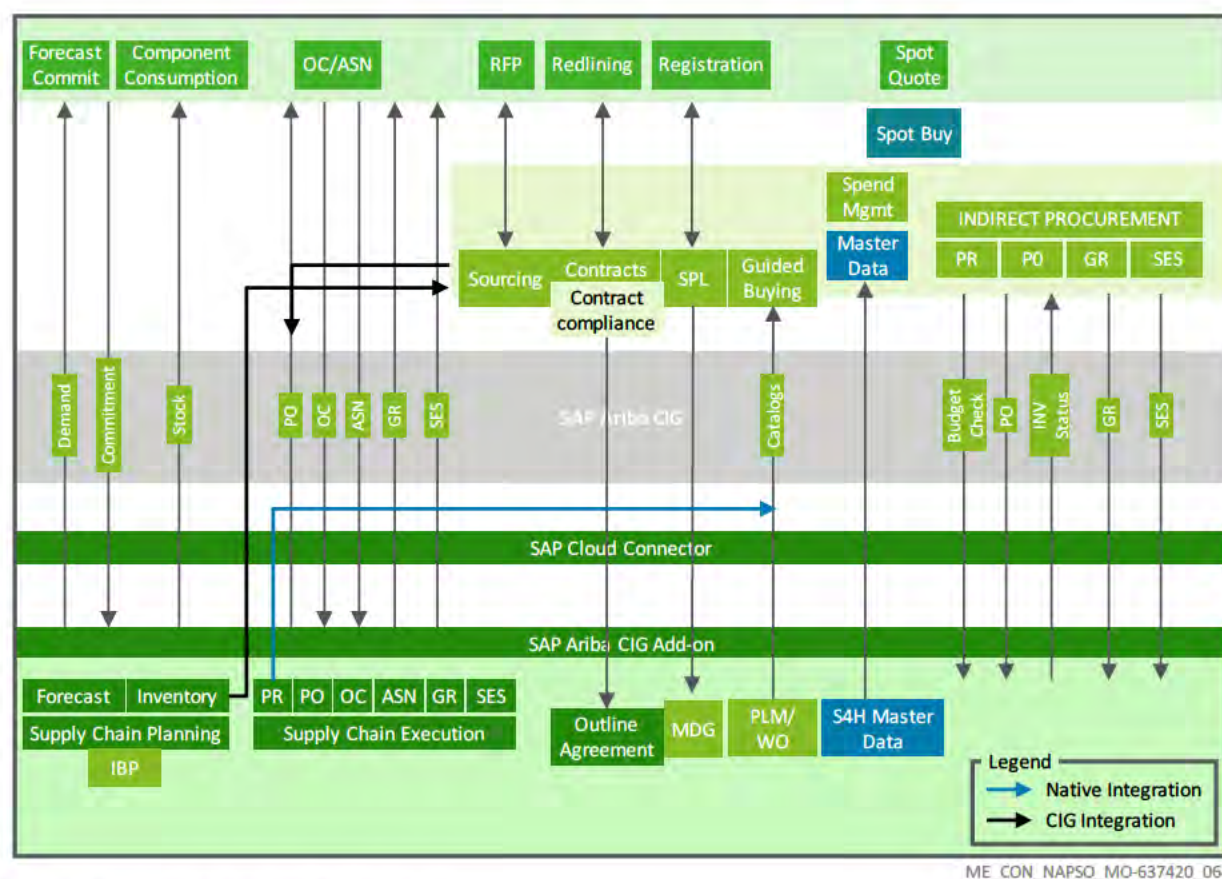


Figure 89. SAP Ariba Source-to-settle integration capabilities.



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Figure 90. Integration Architecture Diagram.

SAP Ariba supports standard and secure methods of exchanging data and support Real time and/or Batch integration. These standard data exchange options across SAP Ariba solution portfolio are:

- Master data integration is done primarily in batch mode, HTTPS using CSV files (Batch integration, and depending on the data volume this can be scheduled to run frequently to achieve near real-time integration)
- SOAP Web services that use an XML payload (Real-time integration suitable for transactional data)
- REST APIs (supports both synchronous & asynchronous calls)

All of these integration methods are based on SSL 256-bit encryption and support various authentication methods such as WS-Security, basic and digital certificate authentication as standard. Participating Entity can opt for two or more or all the options to help achieve the desired level of integration with SAP Ariba Cloud solutions.

Development tools & techniques used in developing application modules include SAP Ariba Cloud Integration Gateway, SAP Cloud Platform Integration, SAP Business application Studio and ABAP development tools (open Eclipse platform). These tools and techniques will help drive the development of custom application modules & integration flows for Participating Entity.

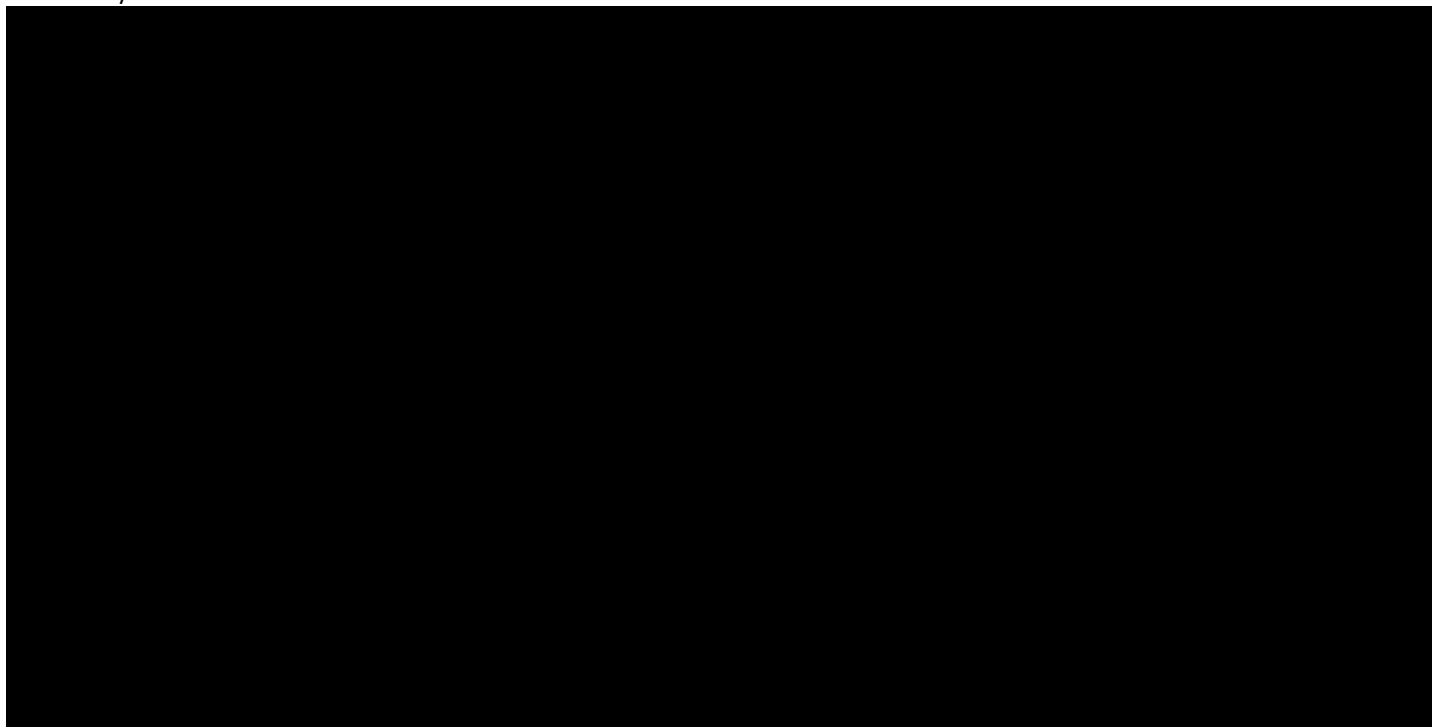
- ABAP Development Tools offer failover-safe online development in multiple AS ABAP systems, advanced source code editing and refactoring support, powerful search and navigation capabilities, ideal support for task-oriented and test-driven development, and built-in extensibility by rich extension points.



- SAP Business Application Studio is an SAP Business Technology Platform service that offers a modern integrated development environment for building and extending smarter business apps.
- SAP Ariba Cloud Integration Gateway, enabled by SAP Cloud Platform Integration, gives fast and simple ways to connect the back-end systems without the need for multiple adapters. Intuitive self-service tools let us quickly configure, extend, and test processes, while automated upgrades and monitoring make it easy to keep transactions flowing smoothly.
- Following are the features of SAP CPI which will benefit Participating Entity in long term:
  - **Pre-packaged integration flows:** One can explore the content made available through simple URL. Integration packages contain integration flows, value mappings, templates, and OData services. API packages contain APIs and policy templates.
  - **Multi-Level security:** As this is cloud platform the security is taken much more seriously by SAP with offering like payload encryption, own tenants for customers, customer data in database is separated via different schema for each customer and Participating Entity can encrypt their data with own key before persisting data to SAP Cloud Platform.
- SAP CPI provides various integration packages for SAP Ariba solutions:
  - Integration of Ariba Network with SAP Business Suite
  - ERP financial system Integration with SAP Ariba solutions
  - SAP Ariba APIs

#### **Deloitte's Approach to Integration**

A key element of our approach includes advising and assisting Participating Entity integrate both within and across systems:

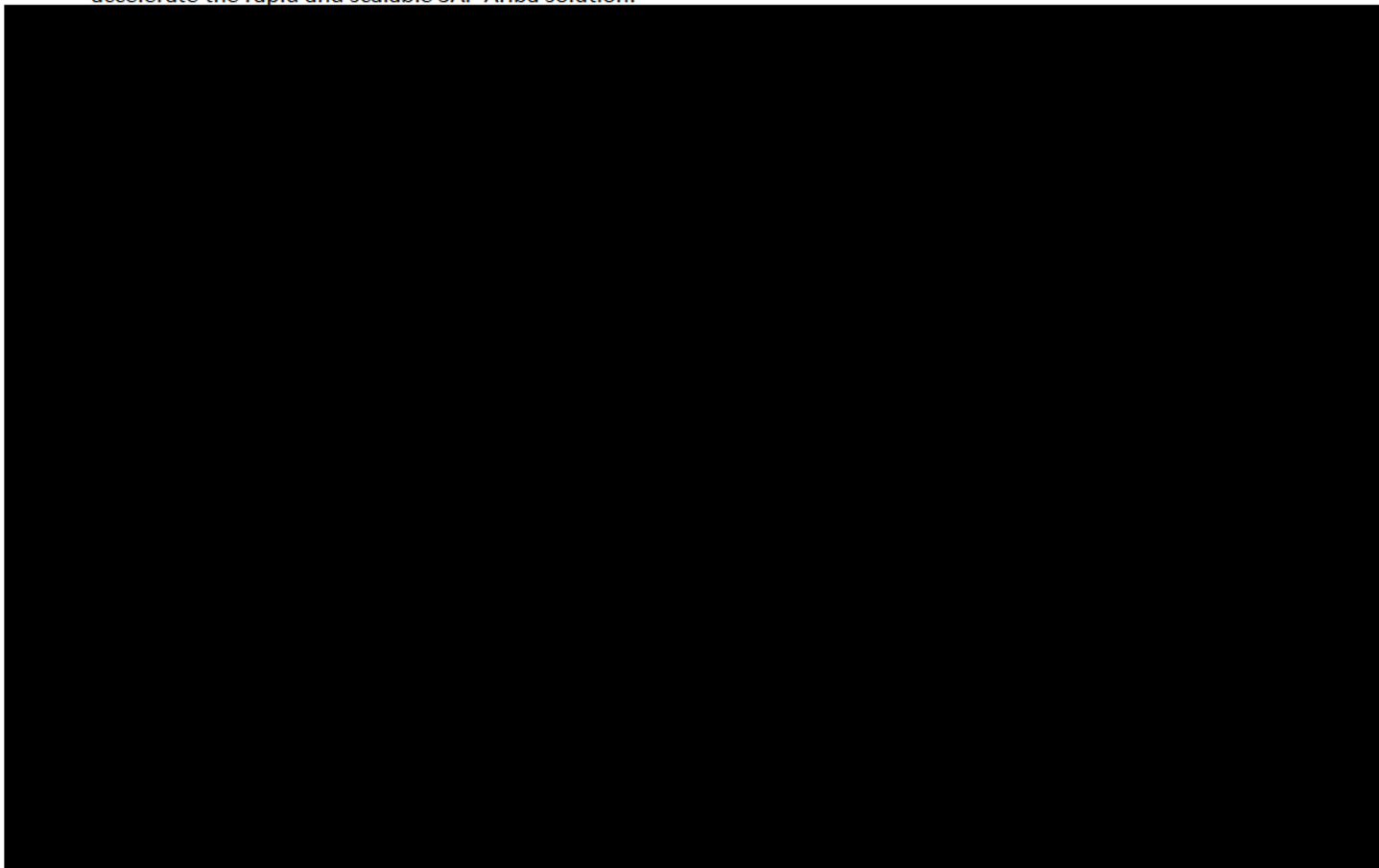




| Integration area    | Observations                                                                                                                                                                                                                                                                                                               |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contract management | <ul style="list-style-type: none"><li>Contract Management system will be integrated to the procurement system</li><li>Integration will help achieve high compliance and tighter control while reducing cost and risk</li><li>Important to determine type of contract and data mapping for different transactions</li></ul> |

Figure 91. Tabular representation of Integration area and observations.

Our knowledge of the legacy integration design and our experience implementing 40+ SAP CIG projects will accelerate the rapid and scalable SAP Ariba solution.



## 18. Solution Network Architecture

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### 18. Solution Network Architecture– Vendor

Diagram the network architecture including network configuration, network access point(s) to the Internet, note Internet access bandwidth, internal data center network components, monitoring tools, backup hardware and software, and security hardware and software. Describe the web-hosting center including geographic locations, power, HVAC, floor space, user accessibility, physical security, and level of redundancy. Note that many States will not allow data to be stored outside of the United States. Describe platforms supported (hardware, operating systems, database management) and range of services available (including application management, system integration, benchmarking, high-availability configurations and disaster recovery).

Response requirement:

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

SAP Ariba is powered by high-performance servers and utilizes a network infrastructure designed for scalability, reliability, and security. The SAP Ariba Operations team is constantly monitoring and maintaining the systems. Redundant load balancing and security firewall devices are inserted between each tier.

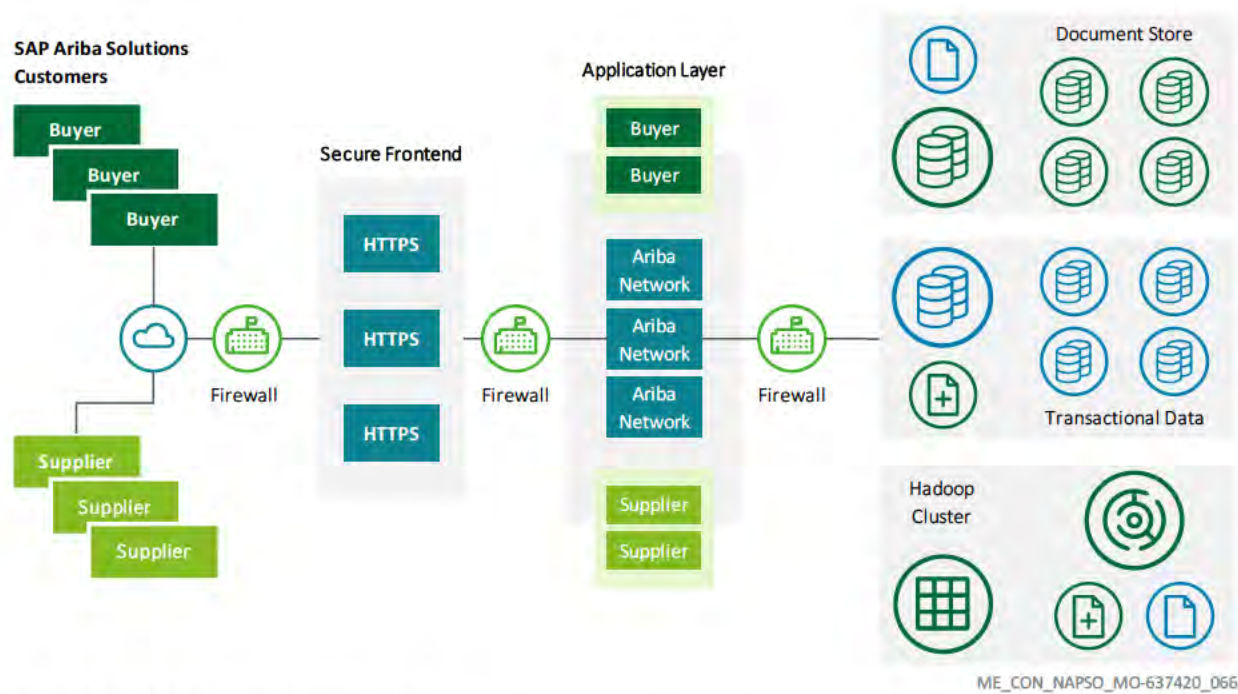


**Figure 93. Network Architecture Diagram (II.C.18).**

SAP maintains the main hardware and software components used to power the system including:

1. Web servers
2. Application servers
3. Database servers
4. NFS and Block storage subsystems
5. Load balancers
6. Switches and routers
7. Firewalls
8. Internet connections

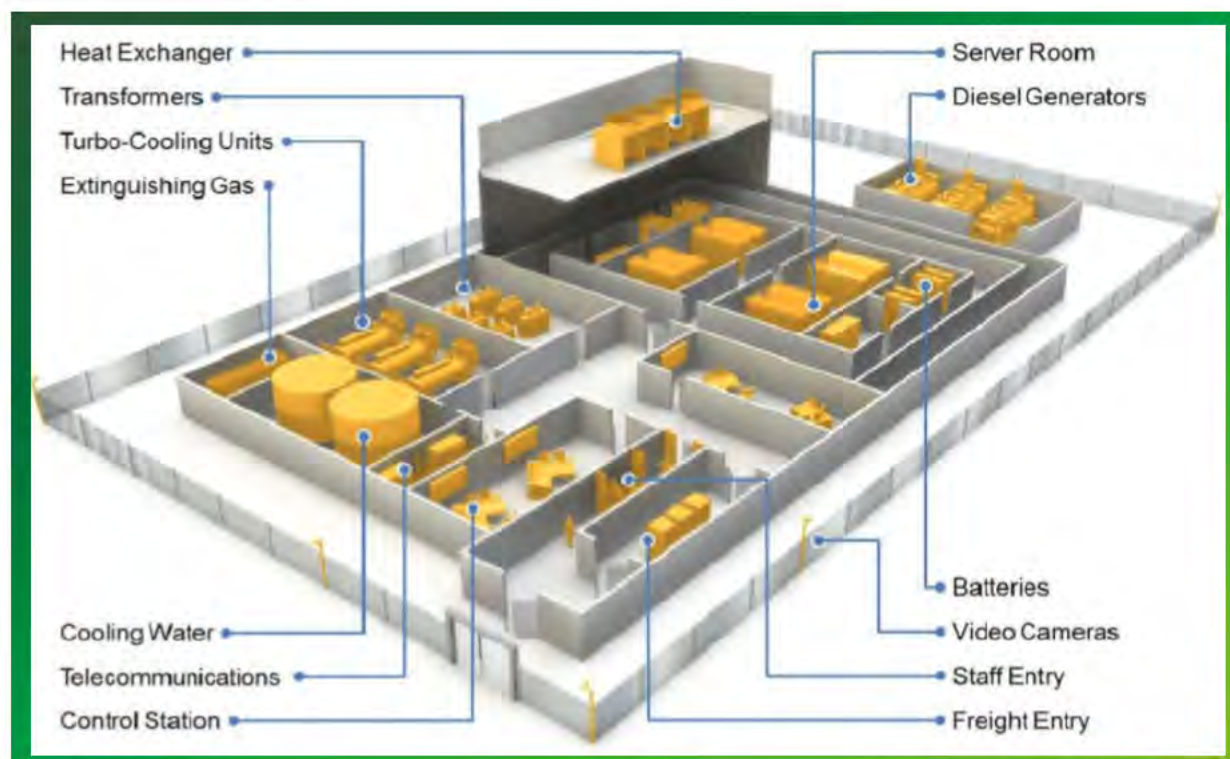
SAP have implemented an n-tier architecture which physically segments web, application and data tiers. The communication protocols used between the systems are TCP/IP-based.

SAP Ariba solution is available only as a SaaS multi-tenant model hosted by SAP.

SAP solutions are offered and delivered in a true subscription-based model and shared service (multi-tenant) offering. There is no software to install, no hardware to buy, no maintenance and support.

SAP deploys and manages the infrastructure. Participating Entity only needs a web browser for access.

Participating Entity has the option of choosing which data center to host the data in, assuming Participating Entity would use North American data center all the data will reside only in the North American region.



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**Figure 94. Typical Data Center Components.**

Whether fire, data breach, or hardware defect, our data centers are protected against many hazards. At regular intervals, SAP's data center technology and infrastructure are tested and certified.

|                                                                                     |                        |                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>Hardware</b>        | The virtual and physical server, SAP HANA databases, storage units, and networks access a pool of physical hardware. If individual components fail, the load can be reallocated to other components without impairing system stability. If hardware fails due to a fire, data can be recovered from the backup system.                                                                             |
|  | <b>Fire Protection</b> | The data center is subdivided into many fire compartments. Thousands of fire detectors and aspirating smoke detectors (ASD) monitor the rooms and pick up on specific gases that stem from overheating electronic components to set off a preliminary alarm and alert the fire department. Should a fire break out, the affected room is flooded with extinguishing gas and the fire is smothered. |
|  | <b>Building</b>        | The data center consists of 100,000 metric tons of reinforced concrete and rests on 480 concrete pillars – each extending 16 meters into the ground. The exterior walls are 30 centimeters thick and made of reinforced concrete. The server rooms are further surrounded by three concrete walls. This design provides effective protection against storms and even a small airplane crash.       |
|  | <b>Data Privacy</b>    | Data falls under the jurisdiction selected by our customers and is not forwarded to third parties. Data protection is also maintained during required maintenance operations. SAP has implemented a wide range of measures to protect data controlled by us and our customers from unauthorized access and processing, accidental loss, or destruction.                                            |
|  | <b>Back up</b>         | Back ups are performed in the form of disk-to-disk copies, which enables rapid data creation and recovery. Besides completing full backups on a daily basis, interim versions are created several times a day and archived, like all backups, at a second location for security purposes.                                                                                                          |
|  | <b>Access to data</b>  | An intrusion detection system monitors incoming data and identifies suspicious activities, while firewalls made by different manufacturers protect data. Backup files in an encrypted format or transmitted through secure fibre-optic cables.                                                                                                                                                     |

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**Figure 95. Data Center Security Features.**

|                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  Access          | The data center is monitored around the clock. Single-person access and mantrap Systems provide access only to authorized individuals. Technicians can enter special rooms using custom-configured ID cards. High-sensitivity areas require authentication by means of biometric scans.                                                                                                                                                                                                                                                                                                                                                           |
|  Access to data  | An intrusion detection system monitors incoming data and identifies suspicious activities, while firewalls made by different manufacturers protect the data in the data center. Data and backup files are exchanged with customers in an encrypted format or transmitted over secure fiber-optic cables.                                                                                                                                                                                                                                                                                                                                          |
|  Power supply    | Should the multiple-redundancy power supply system fall, batteries are automatically and immediately actuated and supply electricity for up to 15 minutes. During this time, emergency diesel generators are started. They can supply power to the data center for an extended period.                                                                                                                                                                                                                                                                                                                                                            |
|  Hardware        | All virtual and Physical servers' units, Networks, and SAP HANA databases in use access a pool of physical hardware. If an individual component should fail, the load can be immediately reallocated to other components without impairing system stability. If hardware fails due to a fire, data can be recovered from the backup system.                                                                                                                                                                                                                                                                                                       |
|  Fire Protection | The data center is subdivided into multiple fire compartments. In addition, thousands of fire detectors and aspirating smoke detectors (ASDs) monitor all rooms. ASDs Pick up the emission of specific gases from overheating electronic components and set off a preliminary alarm. Should a fire break out, the affected room is flooded with extinguishing gas (INERGEN) to smother the fire. In addition, the fire department is alerted automatically. Sprinklers are not used, as water would destroy sensitive electronic devices. As a last resort, however, water or foam may be used as an extinguishing method by the fire department. |
|  Building       | The data center consists of 100.000 metric tons of reinforced concrete and rests on 480 concrete pillars, each extending 16 meters into the ground. The exterior walls are 30 centimeters thick and made of reinforced concrete. The server rooms are surrounded by 3 concrete walls. This design provides effective protection against storms or a small-airplane crash.                                                                                                                                                                                                                                                                         |
|  Data Privacy  | SAP helps ensure compliance with data protection provisions. Data from cloud customers falls under the jurisdiction selected the customer and is not forwarded to third parties. SAP support services help ensure that data protection is maintained during required maintenance operations.                                                                                                                                                                                                                                                                                                                                                      |
|  Back-up       | Backups are carried out in the form of a disk-to-disk copy, which enables rapid data creation and recovery. In addition to full backups done on a dally bass, interim backup versions are created several times per day and are then archived, like all backups, at a second location for security purposes.                                                                                                                                                                                                                                                                                                                                      |

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Figure 96. Data Center Security Measures.



## 19. System Development Methodology

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### 19. System Development Methodology– Vendor

Bidders must describe the system development including:

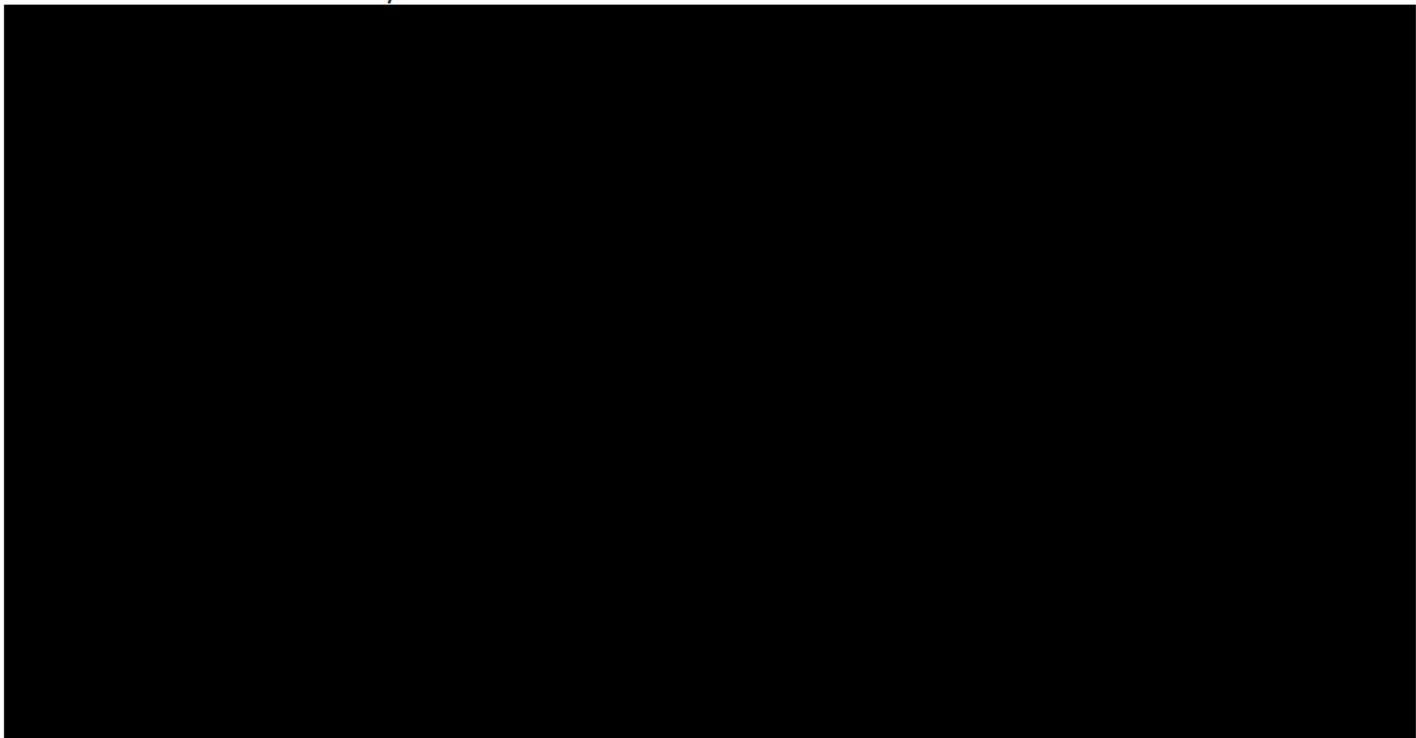
- How the development methodology ensures quality, long-term flexibility and reuse.
- Solution testing processes, tools and methods and how they:
  - Verify that the Solution meets the business requirements.
  - Ensure operational reliability.
  - Ensure quality.
- Application, network, and web-host server stress testing to ensure response time and reliability guarantees are met.
- Quality assurance program.
- Configuration/change management methodologies.

Response requirement:

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

### Deloitte Enterprise Value Delivery (EVD) Methodology

The EVD methodology uses industry-leading practices across implementation phases to support the activities essential for on-time delivery.

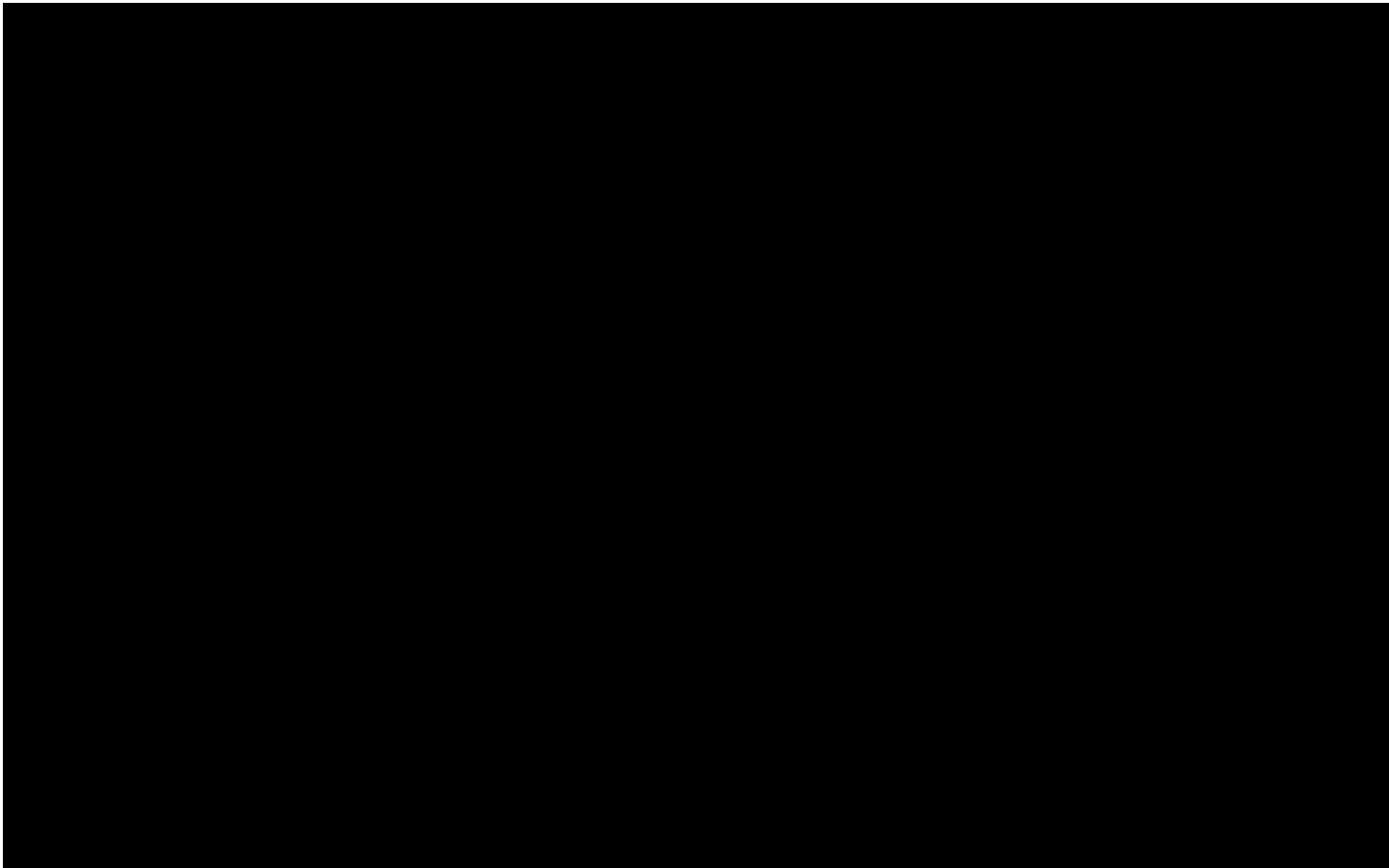


Deloitte will facilitate the scalability of solution by providing various customizable solution that can configured by Participating Entity based on the requirement and that will facilitate that all the custom solution provided are scalable and does not require much development effort.



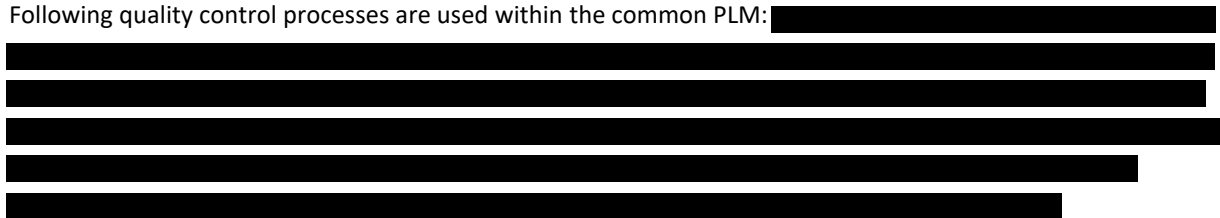
### Testing Methodology

Our testing methodology ensures end to end testing of functionalities and integrations. The different test phases are aligned with the preceding phases as depicted below. Each test phase and the associated decision point is designed to facilitate quality of deliverables and is focused on the success of the cutover.



SAP Ariba development process is based on the Agile Scrum Development methodology, which is centered on small, empowered, cross-functional teams called “feature teams” or “scrum teams.” Scrum team members include Development, QA, Solution Management, User Centered Design (UCD), Documentation, and Globalization.

Following quality control processes are used within the common PLM:

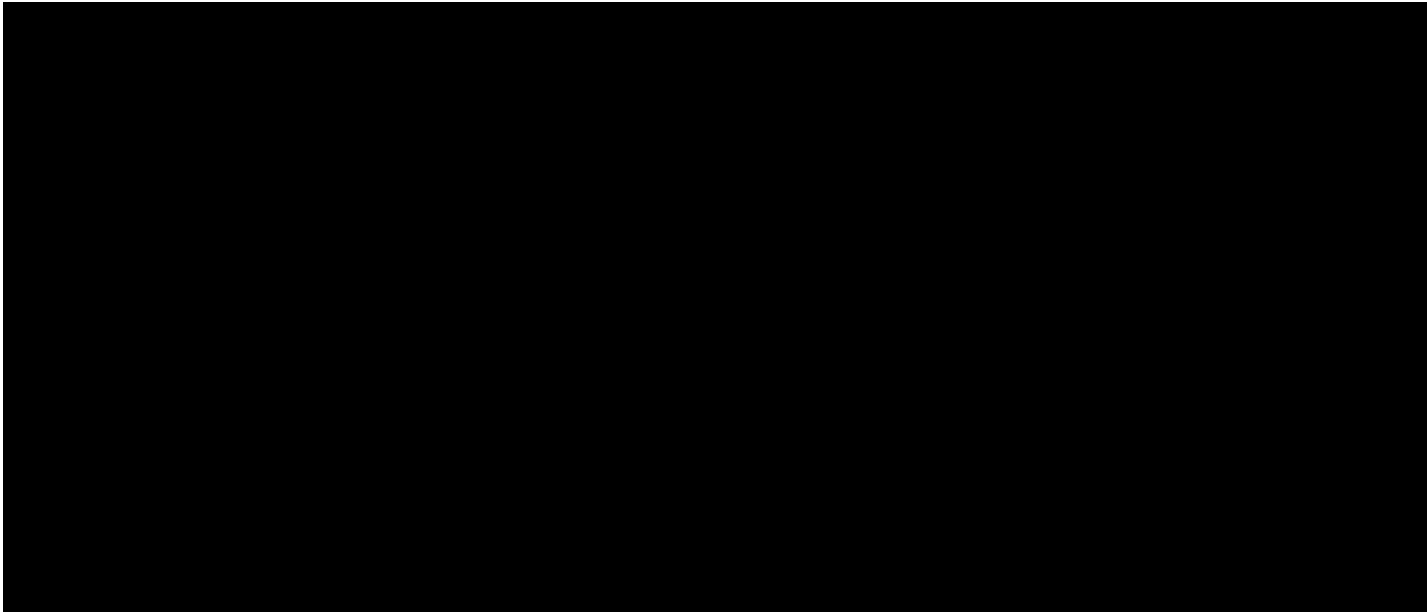


After a product deploys, defects found by Participating Entity are fixed, and an analysis is made of these problems to improve the next release. Production quality metrics are tracked continuously to determine areas for improvement. Releases are fully documented, covering requirements, design, and test approach for features.

The documented systems development methodology describes the change initiation, software development, change documentation, and approval processes.

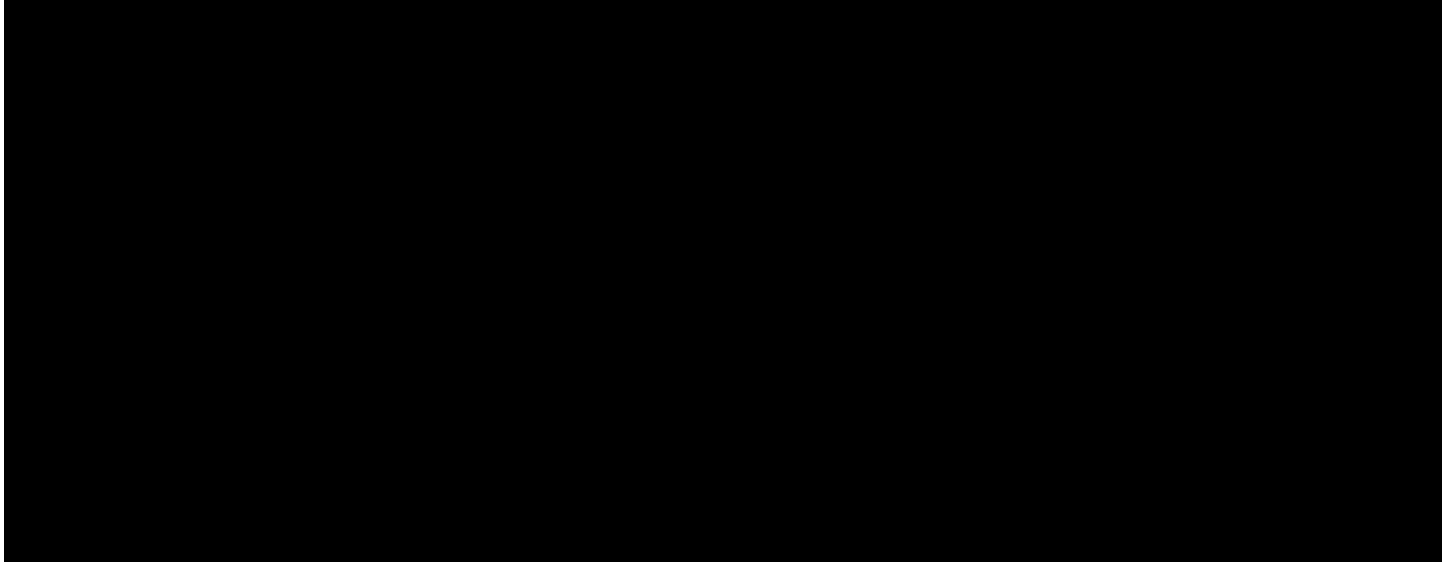


Changes to applications, which include emergency changes, are subject to change management procedures and require testing and management approval prior to deployment.



#### **Change Management Methodology**

We will follow “Heart of Change” methodology. Each of the 8 steps is equally important to a successful organizational change outcome.



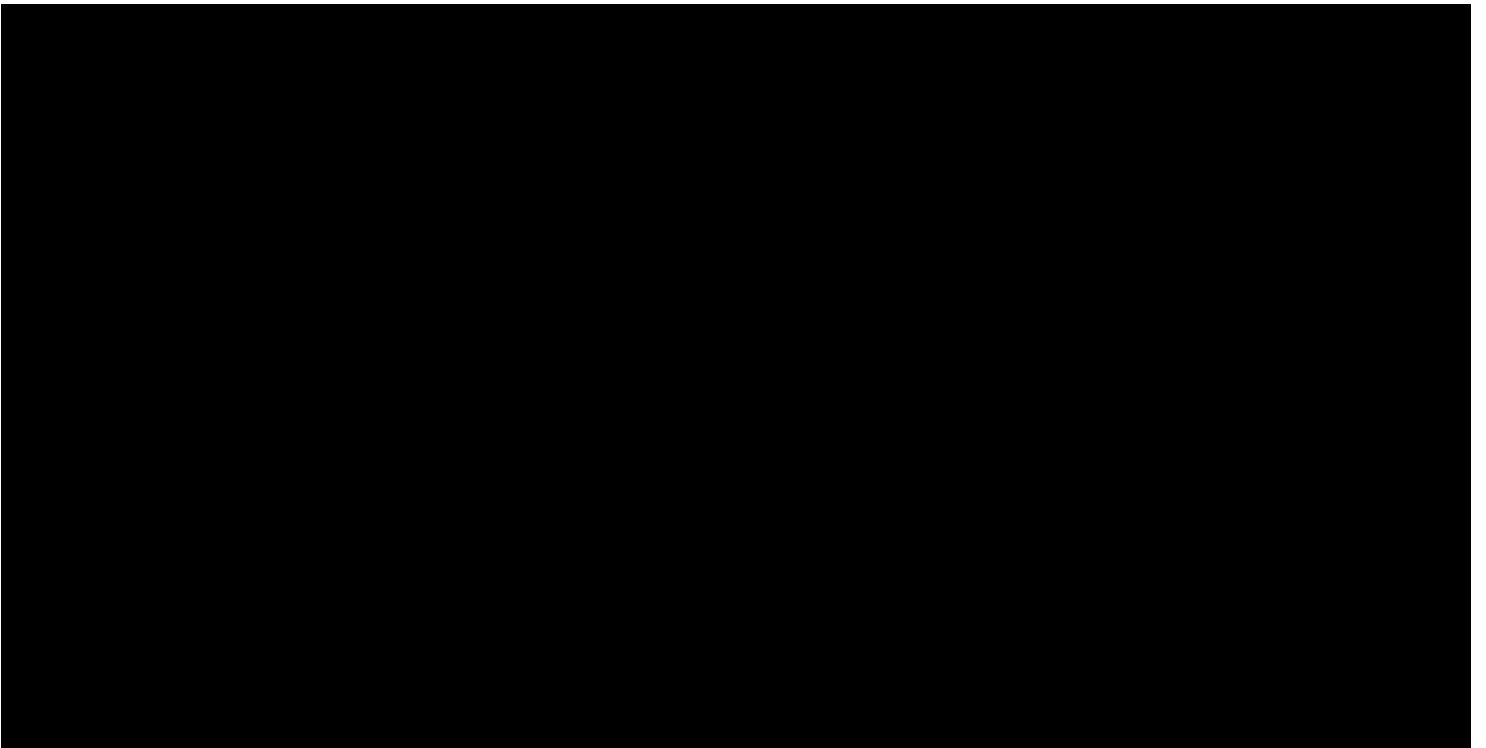
#### **Featured SAP Tools**

Deloitte’s Cloud solution includes cutting edge accelerators supporting the integration between SAP Ariba and various SAP (and non-SAP) applications, including:

- [Redacted]
- [Redacted]
- [Redacted]



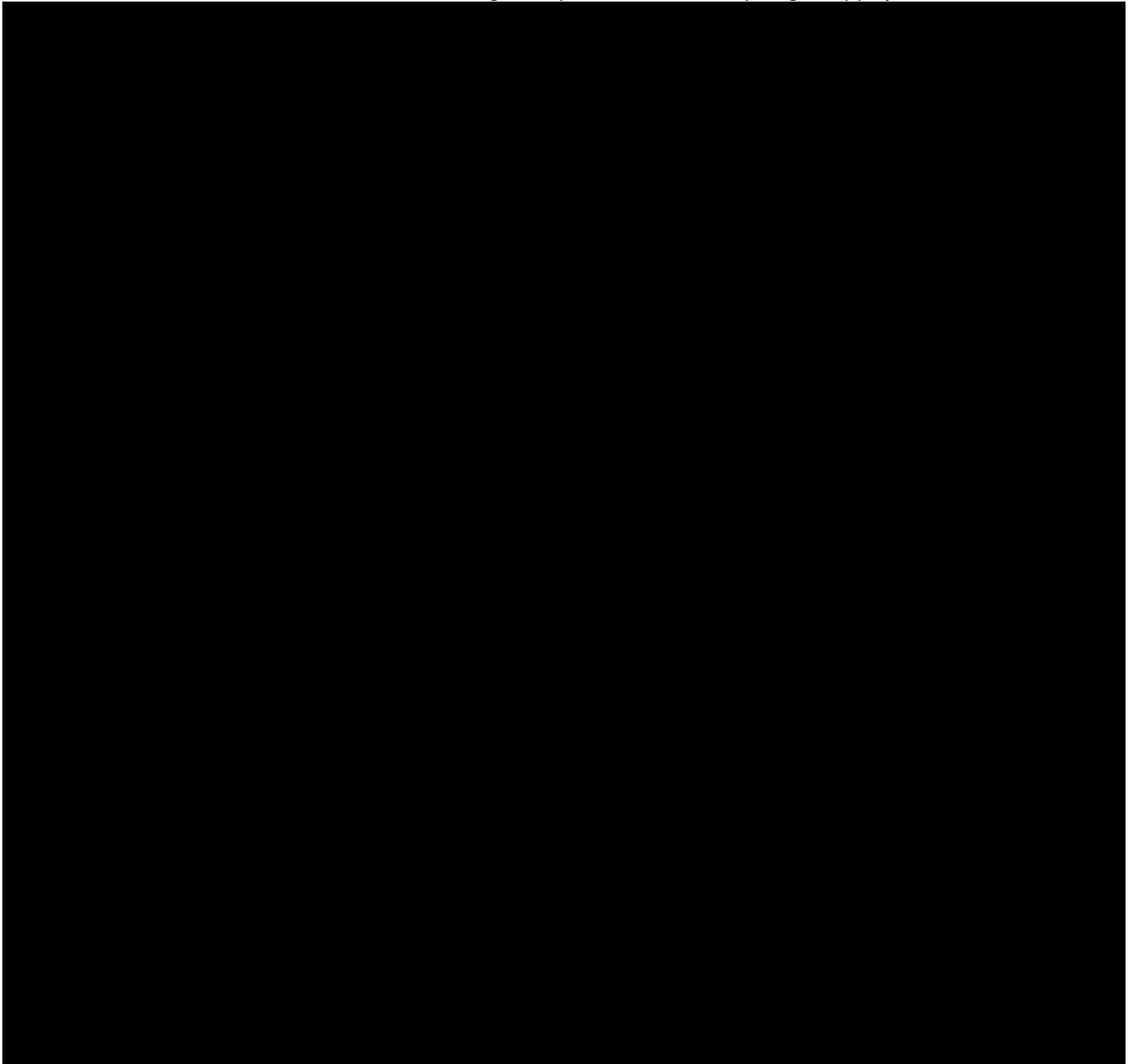
- I [REDACTED]
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**Risk management process summary**

The flowchart below summarizes our risk management process for the Participating Entity project:





## 20. Service Level Agreement

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### 20. Service Level Agreement– Deloitte/Vendor

Bidders must review and indicate compliance to the attached Service Level Agreement standard. Bidders must also provide a copy of their current standard Service Level Agreement and describe flexibility to adjust to any specific requirements that a Participating Entity may have.

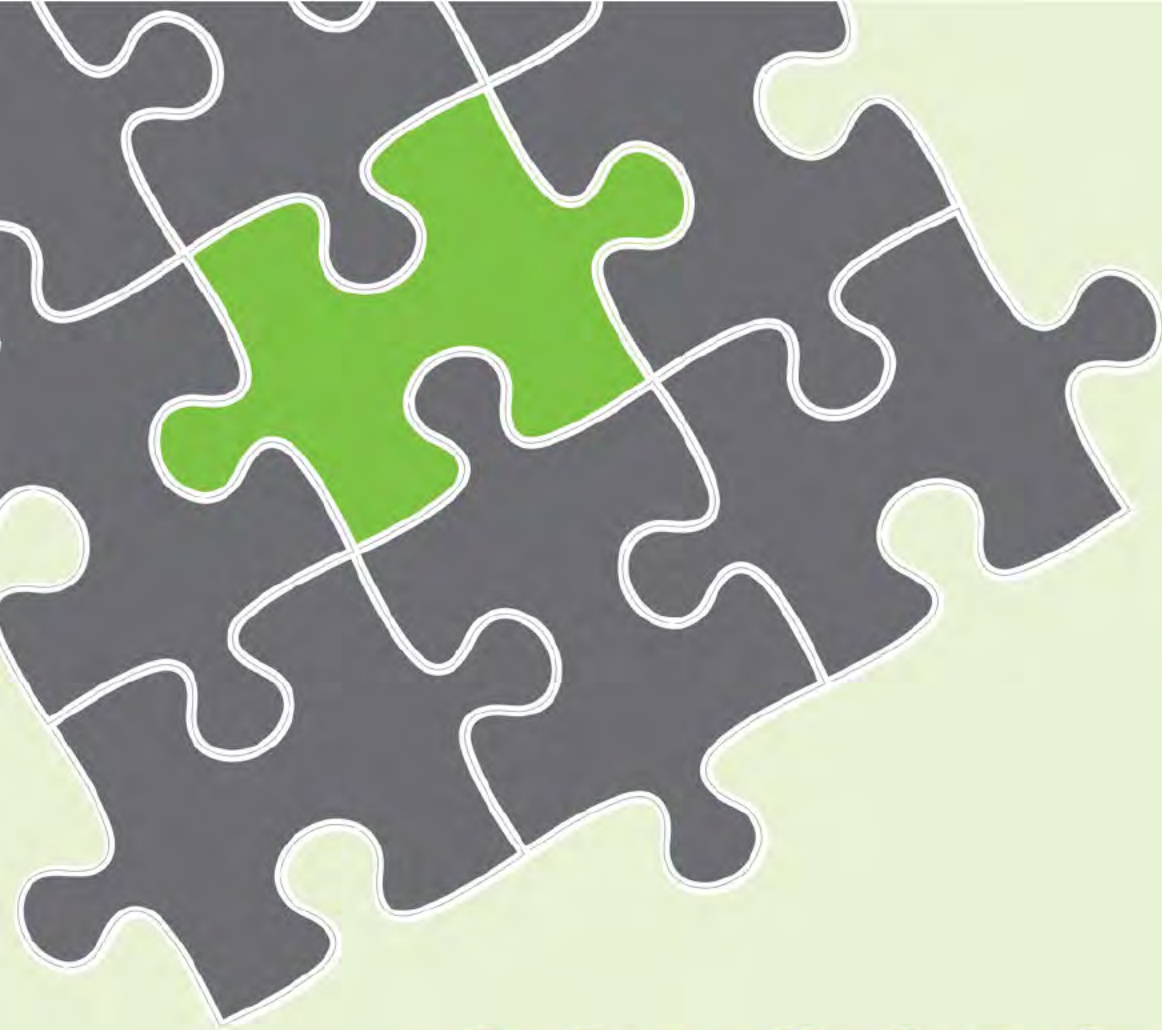
Response requirement:

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

---

Deloitte has reviewed the attached Model Service Level Agreement (SLA) standards and will work with the Participating Entity and SAP to finalize a similar SLA and compliance plan that will meet the objectives and requirements of Data Access. As SAP Ariba is a cloud service of SAP, the system related Service Level Agreements are set by SAP as per information provided below. Below mentioned URL can be referred for more detailed information:

<https://assets.cdn.sap.com/agreements/product-use-and-support-terms/cls/en/service-level-agreement-for-sap-cloud-services-english-v7-2020.pdf>



## **D. Security Requirements**





## D. Security Requirements

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### D. Security Requirements

Bidders proposing a Solution in response to the Functional requirements must respond to all Security Requirements sections in this RFP.

## 1. Cloud Security Alliance (CSA) Compliance

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### 1. Cloud Security Alliance (CSA) Compliance–Vendor

Bidders must, at a minimum, complete, provide, and maintain a completed CSA STAR Registry Self-Assessment. Bidders must either submit:

- A completed The Consensus Assessments Initiative Questionnaire (CAIQ)  
<https://cloudsecurityalliance.org/artifacts/consensus-assessments-initiative-questionnaire-v3-1/>  
OR
- Submit a report documenting compliance with Cloud Controls Matrix (CCM)  
<https://cloudsecurityalliance.org/artifacts/cloud-controls-matrix-v3-0-1/>

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Cloud Security Alliance Compliance objectives and requirements.

The core solution platform, SAP Ariba, is an SAP cloud-based solution that has obtained STAR Certification. This certification involves a rigorous independent third-party assessment of a cloud provider's security posture. This STAR certification is based on achieving ISO/IEC 27001 certification and meeting criteria specified in the CSA Cloud Controls Matrix (CCM).

The Cloud Security Alliance (CSA) maintains the Security, Trust & Assurance Registry (STAR), a free, publicly accessible registry where cloud service providers can publish their CSA-related assessments

Please refer to the attached File 3 Deloitte – Proposed Solutions and/or Services: Consensus Assessments Initiative Questionnaire (SAP Ariba).

## 2. Security and Privacy Controls

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### 2. Security and Privacy Controls– Vendor

Bidders must indicate their level of compliance with NIST (SP) 800-53 and identify the actual or equivalent baseline level (low, moderate or high) as defined in Attachment D of the NIST 800-53 publication.

Response requirement:

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

Deloitte's Cybersecurity practice provides services to various other states as they strive to comply with federal requirements and state regulations. We will help the State with additional needs for the compliance with security requirements. Deloitte will continue to follow our proactive, holistic, and in-depth approach when it comes to the maintaining compliance for the systems.

The SAP Ariba Cloud Security is not certified for NIST 800-53 (officially not certified for NIST 800-53), SAP uses SOC guidelines. SAP addressed this in SOC Compliance.

Please see <https://www.sap.com/sea/about/trust-center/certification-compliance.html>.

SAP Ariba is audited and certified by independent third-party auditor PricewaterhouseCoopers (PwC) for compliance with ISAE 3402 SOC1 Type II, SOC2 every six months. A SOC 3 report is issued annually. Upon completion of the audit, an attestation letter is issued, stating our compliance. In addition, our primary hosting facility (Equinix) infrastructure is audited for compliance with SSAE 16 SOC1 Type II, SOC 2 Type II.

The Service Organization Controls report (SOC) is aimed at three different audiences. SOC1 (aimed at financial auditors) is the same type of report as the SAS70 but also includes an attestation letter signed by both our company and the auditor. SOC2 is aimed at IT and security practitioners. The SOC3 is the publicly viewable web seal to show that we have been audited.

Please refer to the following link for our SOC reports: [https://www.sap.com/about/trust-center/certification-compliance.html?sort=score\\_desc&search=SOC&tag=finder-technical:trust-center/solution-area/sap-ariba&tag=software-product-delivery-mode:cloud](https://www.sap.com/about/trust-center/certification-compliance.html?sort=score_desc&search=SOC&tag=finder-technical:trust-center/solution-area/sap-ariba&tag=software-product-delivery-mode:cloud)

Please refer to the following link for SAP Ariba's current Attestation of Compliance:

<https://www.sap.com/about/trust-center/certification-compliance/compliance-finder.html?tag=finder-technical:trust-center/document-type/pci-dss>

Note: Many of the certifications are available for download on the SAP Trust Center website.

### 3. Security Certifications

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#### 3. Security Certifications– Vendor

Bidders must list all government, standards organization or third-party security attestations, certifications and credentials it currently holds that apply specifically to the Bidder's proposal, as well as those in process at time of response. Specifically include HIPAA, FERPA, CJIS Security Policy, PCI Data Security Standards (DSS), IRS Publication 1075, FISMA, NIST 800-53, NIST SP 800-171, and FIPS 200 if they apply.

Response requirement:

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

SAP Ariba solutions demonstrate the information security assurances by complying with industry – recognized standards and regulations. Compliance with the standards are measured through either annual or semiannual audits. Current attestation reports and certificates can be made available upon request.

Please see <https://www.sap.com/sea/about/trust-center/certification-compliance.html>

SAP Ariba is audited and certified by independent third-party auditor PricewaterhouseCoopers (PwC) for compliance with ISAE 3402 SOC1 Type II, SOC2 every six months. A SOC 3 report is issued annually. Upon completion of the audit, an attestation letter is issued, stating our compliance. In addition, Ariba's primary hosting facility (Equinix) infrastructure is audited for compliance with SSAE 16 SOC1 Type II, SOC 2 Type II.

The Service Organization Controls report (SOC) is aimed at three different audiences. SOC1 (aimed at financial auditors) is the same type of report as the SAS70 but also includes an attestation letter signed by both our company and the auditor. SOC2 is aimed at IT and security practitioners. The SOC3 is the publicly viewable web seal to show that SAP Ariba have been audited.

Please refer to the following link for our SOC reports: [https://www.sap.com/about/trust-center/certification-compliance.html?sort=score\\_desc&search=SOC&tag=finder-technical:trust-center/solution-area/sap-ariba&tag=software-product-delivery-mode:cloud](https://www.sap.com/about/trust-center/certification-compliance.html?sort=score_desc&search=SOC&tag=finder-technical:trust-center/solution-area/sap-ariba&tag=software-product-delivery-mode:cloud)



In addition, SAP Ariba has attained PCI (Payment Card Industry) – DSS (Data Security Standard) certification as a Level 1 Service Provider and compliance with the Visa USA Cardholder Information Security Program (CISP) and MasterCard Site Data Protection (SDP) program. These programs were created specifically for merchants and service providers who process, store, or transmit cardholder data.

The PCI DSS is a set of comprehensive requirements for enhancing payment account data security which was developed by the founding payment brands of the PCI Security Standards Council, including American Express, Discover Financial Services, JCB International, MasterCard Worldwide and Visa Inc. It was developed to help facilitate the broad adoption of consistent data security measures on a global basis. The PCI DSS is a multifaceted security standard that includes requirements for security management, policies, procedures, network architecture, software design, and other critical protective measures. This comprehensive standard is intended to help organizations proactively protect customer account data. CISP and SDP reflect Visa's and MasterCard's respective longstanding commitment to information security.

Please refer to the following link for SAP Ariba's current Attestation of Compliance:

<https://www.sap.com/about/trust-center/certification-compliance/compliance-finder.html?tag=finder-technical:trust-center/document-type/pci-dss>

Note: Many of the certifications are available for download on the SAP Trust Center website.

SAP Ariba is not designed to handle HIPAA data. SAP Ariba solutions are designed Business to business transaction, and do not support storing HIPAA/PII/Personal data.

The following figures explain the regulations and standards that SAP Ariba solutions comply with, are in the process of certifying, or are attesting this compliance.

|                                 |                                                                             |                                                           |                                   |                                                    |                                                                 |                                   |                                  |
|---------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------|----------------------------------------------------|-----------------------------------------------------------------|-----------------------------------|----------------------------------|
| Certifications and Attestations | Operations<br>SOC 2, SOC 3<br>ISO 27001, ISO 9001,<br>ISO 22301*, ISO 27017 | Data Protection and Privacy<br>GDPR, BS10012<br>ISO 27018 |                                   | Financial<br>SOC, SOC 1<br>(SSAE16/ISAE 3402), PCI | Industry and Country<br>BSI C5, IRAP*, TISAX,<br>FedRAMP®, CCSL |                                   |                                  |
| Security best practice          | Quality management<br>ISO 9000<br>ISO 25010                                 | Service delivery<br>ISO 20000                             | Business continuity<br>ISO 22300* | Application security<br>ISO 27034<br>OWASP         | Hardening guidelines<br>CIS, RAPID7, SANS,<br>ISO CERT, NIST    | Destruction of media<br>ISO 27040 | Incident management<br>ISO 27035 |
| Foundation                      | Code of practice<br>ISO 27002                                               |                                                           |                                   |                                                    |                                                                 |                                   |                                  |

\*Planned

\*Planned

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Figure 103. SAP Ariba Regulation and Compliance.



## 4. Annual Security Plan

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### 4. Annual Security Plan– Vendor

Upon award Contractors must develop, implement and thereafter maintain annually a Security Plan that is in alignment with the National Institute of Standards and Technology (“NIST”) Special Publication (SP) 800-53 (current, published version). Proposals must describe the Security Plan that will be provided and must include/address the following items related to the system and services:

- Security policies;
- Logical security controls (privacy, user access and authentication, user permissions, etc.);
- Technical security controls and security architecture (communications, hardware, data, physical access, software, operating system, encryption, etc.);
- Security processes (security assessments, risk assessments, incident response, etc.);
- Detail the technical specifics to satisfy the following;
- Network segmentation;
- Perimeter security;
- Application security and data sensitivity classification;
- PHI and PII data elements;
- Intrusion management;
- Monitoring and reporting;
- Host hardening;
- Remote access;
- Encryption;
- Participating Entity-wide active directory services for authentication;
- Interface security;
- Security test procedures;
- Managing network security devices;
- Security patch management;
- Detailed diagrams depicting all security-related devices and subsystems and their relationships with other systems for which they provide controls; and
- Secure communications over the Internet.

The Security Plan must detail how security will be controlled during the implementation of the Solution and Services and describe the following:

- High-level description of the program and projects;
- Security risks and concerns;
- Security roles and responsibilities;
- Program and project security policies and guidelines;
- Security-specific project deliverables and processes;
- Security team review and approval process;
- Security-Identity management and Access Control for Bidder and Participating Entity joiners, movers, and leavers;
- Data Protection Plan for personal/sensitive data within the projects;
- Business continuity and disaster recovery plan for the projects;
- Infrastructure architecture and security processes;
- Application security and industry best practices for the projects; and
- Vulnerability and threat management plan (cyber security)

Response requirement:

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

Cyber specialists from our market-leading cyber practice develop an Application Security Plan that describes the application controls that required to create a System Security Plan (SSP) compliant with IRS and other regulations and based on NIST standards.

Deloitte provides established specialized service delivery to help the State. Our delivery is built on a foundation of strong security capabilities backed by business insights. We bring a team of security professionals who offer State an extensive understanding of and experience with the preparation of the System Security Plan (SSP). We also



provide security and technical experience focused on establishing and implementing industry-leading standards for security safeguards, data protection, and regulatory compliance.

- We at Deloitte have a dedicated practice offering cyber risk services with a history that demonstrates our commitment to providing clients with leading security and privacy recommendations.
- Deloitte has vast experience developing, maintaining, and operating large cloud-based solutions, securely for several states.
- Our Cloud Cyber Risk Framework provides a holistic view of the cloud cyber capabilities required to establish a large-scale data transformation platform which is Secure by Design (SBD) and is leveraged to build and implement our proposed solution for the State.

The Cloud Cyber Risk Framework takes into consideration the various business and cybersecurity objectives, along with an overarching cloud cyber risk governance set up to assist in the delivery of cybersecurity capabilities.

The System Security Plan are living document that will be developed, reviewed and updated to reflect the current state of NASPO. The Security Plan contains highly sensitive information specific to each client. Deloitte will work with the State to determine the security policies and procedures to develop the SSP specific for NASPO.

We have supported many state government agencies with similar implementations, IRS 1075 audits and the preparation of their respective Security Plan (SP). Our extensive experience in designing, implementing, executing and maintaining similar projects in other states helps us to hit the ground running from Day One, using our business insights and strong security capabilities. Our security plan includes security standards required by the State's IRS Pub 1075, and our SP also adheres to NIST SP 800-18 guidance security policies.

The Security Plan is built for the State' stakeholders and is built on the security directives enumerated in the State's Security Policy. The plan describes the inherent security processes, mechanisms, and controls that safeguard security of automated data processing resources, software, data, data exchange between various parties, telecommunications, and personnel for the development and operation of the SAP Ariba application. Here are some examples of Security directives on which the SSP will be developed.

- Access Authorization
- Access Control
- Access – Non-State Entities
- Access Rights Review
- Background Checks
- Backups
- Data Classification
- Discipline
- Documentation
- Education & Training
- Incident
- Information Asset Maintenance



- Interconnection Security
- Malwares
- Passwords
- Physical
- Remote, Mobile, and Wireless Access (Safeguarding Portable and Mobile Devices)
- Risk Assessments
- Rules of Behavior for All Users
- Rules of Behavior for Privileged Users
- Session Timeout
- Static Storage (Data at Rest)
- Storage Media Disposal
- Transport Security (Data in Flight)
- Unknown Custody Device
- Vulnerability Management



## 5. Secure Application and Network Environment

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### 5. Secure Application and Network Environment– Vendor

Bidders must provide a robust boundary security capacity that incorporates generally recognized system hardening techniques. This includes determining which ports and services are required to support access to systems that hold Participating Entity Data, limiting access to only these points, and disable all others.

Proposals must provide, at a minimum, the following details:

- Use of assets and techniques such as properly configured firewalls, a demilitarized zone for handling public traffic, host-to-host management, Internet protocol specification for source and destination, strong authentication, encryption, packet filtering, activity logging, and implementation of system security fixes and patches as they become available.
- Use of two-factor authentication to limit access to systems that contain particularly sensitive Participating Entity Data, such as personally identifiable information.
- Assume all Participating Entity Data is both confidential and critical for Participating Entity operations. Confirm that Bidders security policies, plans, and procedure for the handling, storage, backup, access, and, if appropriate, destruction of Participating Entity Data will be commensurate to this level of sensitivity unless the Participating Entity instructs the Bidders otherwise in writing.
- Appropriate intrusion and attack prevention and detection capabilities. These capabilities must track unauthorized access and attempts to access Participating Entity Data, as well as attacks on the Bidder's infrastructure associated with the Participating Entity Data. Further, Bidders must monitor and appropriately address information from its system tools used to prevent and detect unauthorized access to and attacks on the infrastructure associated with the Participating Entity Data.
- Use of appropriate measures to ensure that Participating Entity Data is secure before transferring control of any systems or media on which Participating Entity Data is stored. The method of securing the Participating Entity Data must be appropriate to the situation and may include secure overwriting, destruction, or encryption of the Participating Entity Data before transfer of control. The transfer of any such system or media must be reasonably necessary for the performance of the Bidder's obligations under this Contract.
- Security controls, both physical and virtual Zones of Control Architectures (ZOCA), used to isolate hosted servers.
- A business continuity plan in place that the Bidder tests and updates at least annually. The plan must address procedures for response to emergencies and other business interruptions. Part of the plan must address backing up and storing data at a location sufficiently remote from the facilities at which the Bidder maintains Participating Entity Data in case of loss of Participating Entity Data at the primary site. Bidders backup solution must include plans to recover from an intentional deletion attempt by a remote attacker with compromised administrator credentials (e.g., keeping periodic copies offline, or in write-only format).

The plan also must address the rapid restoration, relocation, or replacement of resources associated with the Participating Entity Data in the case of a disaster or other business interruption. Bidders business continuity plan must address short- and long-term restoration, relocation, or replacement of resources that will ensure the smooth continuation of operations related to the Participating Entity's Data. Such resources may include, among others, communications, supplies, transportation, space, power and environmental controls, documentation, people, data, software, and hardware. Bidders also must provide for reviewing, testing, and adjusting the plan on an annual basis.

- Prohibit Participating Entity Data to be loaded onto portable computing devices or portable storage components or media unless necessary to perform its obligations under an associated Participating Entity agreement. If necessary, for such performance, the Bidder may permit Participating Entity Data to be loaded onto portable computing devices or portable storage components or media only if adequate security measures are in place to ensure the integrity and security of the Participating Entity Data. Those measures must include a policy on physical security for such devices to minimize the risks of theft and unauthorized access that includes a prohibition against viewing sensitive or confidential data in public or common areas. In addition, all Participating Entity data on portable media shall be encrypted.
- Ensure that portable computing devices utilized by the Contractor have anti-virus software, personal firewalls, and system password protection. In addition, describe the encryption of Participating Entity Data when stored on any portable computing or storage device or media or when transmitted from them across any data network.
- Maintain an accurate inventory of all portable computing devices and the individuals to whom they are assigned.

#### Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Secure Application and Network Environment compliance objectives and requirements.

**Boundary Protection:** SAP Ariba provides 24/7 monitoring from a SOC as part of the service.

All devices are under continuous monitoring, comparing their running configuration to an approved stored configuration.

The management software provides logging at the system, network, and application levels where both informational and exception data is tracked. The systems maintain a system log of related information and the firewall generates logs via syslog as well. The application generates an extensive number of informational logs when a client authenticates, sends a notification, changes a configuration, etc.

The application also generates logs and alerts when exceptions occur.



Audit logs are maintained on the hosting network monitoring system. There are audit logs generated from the web server; monitoring is automated, and alerts are sent to operations personnel. While monitoring of audit logs is automated, alerts are sent to operations staff when an issue is detected, operations staff regularly review audit logs.

A firewall separates the SAP Ariba corporate network from SAP Ariba cloud solution infrastructure.

Therefore, unauthorized SAP Ariba employees cannot access SAP Ariba cloud solutions data from the SAP. SAP Ariba corporate network infrastructure. Access is limited to specific roles or functions within the SAP Ariba Cloud Engineering Services team. Additionally, access is managed on an “exception” basis whereby personnel need clearance to be authorized. Access is time-limited, after which time re-authentication is required.

**Authentication:** SAP users are required to log on via jump hosts to the cloud customer systems using 2-factor authentication (username, password and a token) compliant to SAP security policies.

Only certified representatives of SAP Ariba have access to SAP Ariba computers within the data centers. These data centers adhere to strict security procedures enforced by guards, surveillance cameras, motion detectors, biometrics access control, and other measures to prevent equipment and data center facilities from being compromised. Access history is recorded for audit purposes.

**Security Plans and Policies:** SAP Ariba has an internal security policy and various processes and procedures that are outlined in documents that are managed, updated and adhered to by the SAP Ariba Cloud Engineering Services team. These documents include descriptions of processes to follow for database recovery, database extracts, and other systems maintenance tasks.

**Unauthorized Access:** All devices are under continuous monitoring, comparing their running configuration to an approved stored configuration.

The management software provides logging at the system, network, and application levels where both informational and exception data is tracked. The systems maintain a system log of related information and the firewall generates logs via syslog as well. The application generates an extensive number of informational logs when a client authenticates, sends a notification, changes a configuration, etc.

The application also generates logs and alerts when exceptions occur.

Audit logs are maintained on the hosting network monitoring system. There are audit logs generated from the web server; monitoring is automated, and alerts are sent to operations personnel. While monitoring of audit logs is automated, alerts are sent to operations staff when an issue is detected, operations staff regularly review audit logs.

SAP Ariba is committed to the security and integrity of customer information. SAP Ariba utilizes security measures to protect against the loss, misuse or alteration of the information under our control. To prevent unauthorized access, maintain data accuracy, and facilitate the correct use of information, SAP has put in place appropriate physical, electronic, and managerial procedures to safeguard and secure the information SAP collect within the solution.

Please request the SAP Cloud Security Framework document that covers SAP Cloud products for more detail.

From time to time, security-related white papers are also available to customers and prospects offering further detail regarding our approach to secure architecture. Customers can review the SAP Ariba SOC II report issued by our independent third-party auditor, which offers great detail as to the security controls in place for the SAP Ariba cloud applications.



SAP Ariba uses internally developed file integrity monitoring within the production network.

**Maintenance Tools:**

Equipment removal is required to be managed using both an internal ticketing system as well as a data center ticketing system for process control, audit and tracking purposes.

- (a) Verifying that there is no organizational information contained on the equipment.
  - All items of equipment containing storage media are verified to facilitate that sensitive data and licensed software has been removed or securely overwritten prior to disposal or re-use.
  - SAP deletes the logical volumes, which will cause the storage device to re-use the storage space and overwrite the customer data. By deleting the logical volumes, customer data may not be accessed or extracted.
  - If hardware is removed from data centers a physical decommissioning process is applied. When an IaaS provider is used, processes for secure disposal of storage devices are managed by the infrastructure service provider.
- (b) Sanitizing or destroying the equipment.
  - SAP Ariba has a documented policy and procedures for the secure destruction of confidential or sensitive data. Our data disposal practices are aligned with the NIST 800-88 standards for clearing, sanitizing and data destruction to prevent data remanence prior to retiring or allowing storage media outside of our security envelope.
- (c) Retaining the equipment within the facility; or
  - Equipment is located to minimize unnecessary access into work areas. Information processing facilities handling sensitive data are positioned carefully to reduce the risk of information being viewed by unauthorized persons during their use. Storage facilities are secured to avoid unauthorized access. Items requiring special protection are safeguarded to reduce the general level of protection required.
  - Controls are adopted to minimize the risk of potential physical and environmental threats, e.g. theft, fire, explosives, smoke, water (or water supply failure), dust, vibration, chemical effects, electrical supply interference, communications interference, electromagnetic radiation and vandalism.

**Business Continuity Plan:** *SAP Ariba's disaster recovery plan is updated at least annually. The company uses a variety of techniques to provide assurance that the plan will operate in real life. These include table-top testing of various scenarios (discussing the business recovery arrangements using example interruptions), simulations (particularly for training people in their post-incident/crisis management roles), technical recovery testing (so information systems can be restored effectively), testing recovery at an alternate site (running business processes in parallel with recovery operations away from the main site), tests of supplier facilities and services (so that externally provided services and products will meet the contracted commitment) and complete rehearsals (testing that our personnel, equipment, facilities, and processes can cope with interruptions).*

**Portable device:** Portable media storage is not permitted in the production environment. Logical access to systems within the production environment is only allowed through role based and attributes-based tools and established bastion hosts under Operations control. Physical access to the servers and devices within the production environment where customer solution data is received processed and stored is under audited controls and all logical access to the environment by high privilege users is key shell logged for forensics and monitoring.



SAP maintains a strict BYOD policy where all devices must be activated and brought under the control of the corporate security and MDM system before being allowed to be connected to the corporate network or a corporate device.

All corporate laptops are whole disk encrypted. All approved portable devices are encrypted and have a phone home capability which allows them to be wiped remotely.

Portable media storage is not permitted in the production environment. Logical access to systems within the production environment is only allowed through role based and attributes-based tools and established bastion hosts under Operations control. Physical access to the servers and devices within the production environment where customer solution data is received, processed and stored is under audited controls and all logical access to the environment by high privilege users is key shell logged for forensics and monitoring.

## 6. Secure Application and Network Access

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### 6. Secure Application and Network Access– Vendor

Access to the Solution, Solution infrastructure and Participating Entity systems/networks must employ secure data transmission protocols, including the secure sockets layer (SSL) protocol and public key authentication, signing and encryption. Bidders must identify the encryption and non-repudiation services that will be in place for any remote solution access, such as Secure Multipurpose Internet Mail Extensions (S/MIME) and digital certificates with the provided PKI.

Bidders must identify the secure (e.g., non-clear text and authenticated) standardized network protocols used for the import and export of data and to manage the service, and proposals shall also document the relevant interoperability and portability standards that are involved.

Bidders must identify custom changes made to any hypervisor in use and all solution-specific virtualization hooks available for customer review.

Bidders must describe the security practices in place to secure applications, including threats from outside the service center as well as other customers co-located within the same service center.

Bidders must describe security audit logging in place on information systems, including computers and network devices. Details must include, but are not limited to:

- Logging process including the types of services and devices (e.g. computers, network devices) logged;
- The event types logged; and
- The information fields logged.

Bidders must describe security procedures (background checks, foot printing logging, etc.) which are in place regarding Bidder's employees who have access to sensitive data.

#### Response requirement:

- RTM: Tab 5, SEC-1 through SEC-6
  - Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security Application and Network Access objectives and requirements.
- 

Both data at rest as well as data in transit are encrypted. SAP encrypts sensitive data elements stored in the databases using minimum 256-bit AES (Advanced Encryption Standard) encryption. AES is the federal standard for data encryption. Encryption technology is also applied for the client connection to the Web site (Transport Layer Security (TLS) min v1.2 and preferred v1.2) and to the hosted application passwords in storage. Customer user passwords are one way hashed using SHA256 and salted with random data. Limited SAP Ariba Operations personnel have data query access and monitoring rights for the SAP Ariba hosting program.

SAP utilizes encryption to protect the confidentiality and integrity of information. SAP and its business must identify requirements for the use of encryption and the protection of encryption keys. Encryption must be used in compliance with applicable contractual agreements, legislation, and regulations. SAP Cloud systems are configured to use secure communication in accordance with the protection requirement of the transmitted information. Suitable measures for securing the exchange of information are used. For strong encryption methods and keys, SAP uses at least a 128-bit symmetric key or a 2,048-bit asymmetric key, as well as strong and internationally recognized cryptographic algorithms. SAP Cloud storage systems processing sensitive data employ data at rest encryption. Operated storage devices in SAP managed data centers offer data-at-rest encryption or self-encrypting

*drives, which encrypt data “on the fly” while stored on disks. An encryption key is stored on the service processor or an external key management server. SAP laptops and workstations must have a corporate image and an encrypted hard drive installed.*

**Portable device:** Portable media storage is not permitted in the production environment. Logical access to systems within the production environment is only allowed through role based and attributes-based tools and established bastion hosts under Operations control. Physical access to the servers and devices within the production environment where customer solution data is received processed and stored is under audited controls and all logical access to the environment by high privilege users is key shell logged for forensics and monitoring.

SAP maintains a strict BYOD policy where all devices must be activated and brought under the control of the corporate security and MDM system before being allowed to be connected to the corporate network or a corporate device.

All corporate laptops are whole disk encrypted. All approved portable devices are encrypted and have a phone home capability which allows them to be wiped remotely.

Portable media storage is not permitted in the production environment. Logical access to systems within the production environment is only allowed through role based and attributes-based tools and established bastion hosts under Operations control. Physical access to the servers and devices within the production environment where customer solution data is received, processed and stored is under audited controls and all logical access to the environment by high privilege users is key shell logged for forensics and monitoring.

**Custom Changes:** *Security and privacy are an integral part of our development process to achieve security and privacy by design. Ariba leverages a Secure Software Development cycle (Secure SDC) that is aligned with ISO 27034 principles. This includes:*

- Secure code (OWASP Top Ten) training to engineers
- Code review by peers before build cycles
- Static and dynamic code analysis, with load testing for resiliency
- Reviews and approvals at multiple phases for meeting security criteria prior to release to production.

**Access Control:** *We are committed to the security and integrity of customer information. SAP utilizes security measures to protect against the loss, misuse or alteration of the information under our control. To prevent unauthorized access, maintain data accuracy, and facilitate the correct use of information, SAP has put in place appropriate physical, electronic, and managerial procedures to safeguard and secure the information SAP collects within the solution.*

Please request the SAP Cloud Security Framework document that covers SAP Cloud products for more detail.

From time to time, security-related white papers are also available to customers and prospects offering further detail regarding our approach to secure architecture. Customers can review the SAP Ariba SOC II report issued by our independent third-party auditor, which offers great detail as to the security controls in place for the SAP Ariba cloud applications. Visitors are screened upon entry to verify identity and escorted to appropriate locations.

**Physical Access Control:** *Only certified representatives of SAP Ariba have access to SAP Ariba computers within the data centers. These data centers adhere to strict security procedures enforced by guards, surveillance cameras, motion detectors, biometrics access control, and other measures to prevent equipment and data center facilities from being compromised. Access history is recorded for audit purposes.*



The Equinix Data Center utilizes an array of security equipment, techniques, and procedures to *control, monitor, and record access to the facility, including customer cage areas. All areas of the center are monitored and recorded using CCTV, and all access points are controlled. The Data Center is staffed with 24-hour security officers.*

### Security Incident and Event Logging

SAP Ariba solutions implements a dedicated appliance to provide security analytics and to meet compliance requirements with SIEM in production environments. A SIEM is classified as a “security information and event management” utility. *This is a collection of hardware and software processes that ingest information from logs, net flow, and additional security services as needed. The sensors are deployed throughout the network to collect logs and monitor network traffic. This provides the five essential security capabilities – behavioral monitoring, SIEM, intrusion detection, asset discovery, and vulnerability assessment – for complete visibility.*

The SIEM server aggregates and correlates information that the sensors gather and provides *single-pane-of-glass management, reporting, and administration.*

**Background checks:** Our hiring procedures include a comprehensive screening of the candidates for key positions and consideration of whether the verified credentials are commensurate with the proposed position. New personnel are selected according to the criteria specified in dedicated job descriptions and offered employment subject to background checks and reference validation, according to the legislation applicable in the employee's country of residence. The background checks are performed by an external party. In case, the consent to performing the background check is not provided by the respective employees, the HR department performs follow-up activities to facilitate completion of the background check.

## 7. Data Security

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### 7. Data Security– Vendor

Bidders must demonstrate due diligence to ensure computer and telecommunications systems and services involved in storing, using, or transmitting Participating Entity Data are secure and protect Participating Entity data from unauthorized disclosure, modification, use or destruction.

Bidders must provide details that address the following:

- Describe security practices in place to secure/protect data and applications, including threats from outside the service center as well as other customers co-located within the same service center.
- Describe risk management techniques that balance the need for security measures against the sensitivity of Participating Entity data.
- Describe how it intends to comply with all applicable laws and related to data privacy and security.
- Describe how user accounts or data will not be accessed, except in the course of data center operations, response to service or technical issues, as required by the express terms of the Master Agreement, the applicable Participating Addendum, and/or the applicable Service Level Agreement.
- Describe data confidentiality standards and practices that are in place to ensure data confidentiality. This must include not only prevention of exposure to unauthorized personnel, but also managing and reviewing access that administrators have to stored data. Include information on your hardware policies (laptops, mobile etc.).
- Describe the security measures and standards (e.g. NIST) which the Bidder has in place to secure the confidentiality of data at rest and in transit.
- Describe how it will only use data for purposes defined in the Master Agreement, participating addendum, or related service level agreement. Contractors shall not use the government data or government related data for any other purpose including but not limited to data mining. Bidders, or their subcontractors, shall not resell nor otherwise redistribute information gained from its access to the data received as a result of this RFP.
- Describe the method by which you dispose of data following completion of any contract services

Response requirement:

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

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Deloitte will only use State’s data for the purposes stated in this Contract. The access to confidential information shall be restricted on need-to know basis and principle of least privileges which will be stated in the contract. Different security roles shall be setup to provide varying degree of access to employees, contractors and subcontractors based on their job responsibilities.



Deloitte will not use State or Participant data, or State-related or Participant-related data, for other purposes, including, but not limited to, data mining or bids on other government contracts.

Deloitte (or its representatives) will not resell nor otherwise redistribute information gained from its access to the State or Participants.

**SAP Ariba Cloud Data Security:**

- All customer data received, processed and stored within the solution is classified as highly confidential and is subject to confidentiality terms based upon our agreements with customers. We access customer information only to debug based on customer request.
- Access to information must be based on business requirement using the principle of least privilege. Employees and external parties must have access only to the information they require to carry out their work and are responsible for protecting information and assets to prevent unauthorized access, disclosure, modification, removal, destruction, and improper use.
- Access granted to SAP information systems from internal and external parties requires the implementation of authorization and authentication access controls that are proportional to the associated risk.
- Formal processes have been established to:
  - Prevent unauthorized access
  - Detail user access registration and deregistration
  - Detail user access provisioning
  - Restrict and control privileged access rights
  - Establish the intervals for user access rights reviews
  - Facilitate removal of access rights upon users' termination of employment, contract, or agreement
  - Restrict and control the use of utility programs that can override system and application controls
  - Restrict access to program source code
  - Control access to systems and applications, where required, by a secure log on procedure
  - Hold all users of SAP systems accountable for safeguarding their authentication information
  - Facilitate passwords meet established complexity requirements
  - Manage access for external parties

**Encryption:** Both data at rest as well as data in transit are encrypted. We encrypt sensitive data elements stored in the databases using minimum 256-bit AES (Advanced Encryption Standard) encryption. AES is the federal standard for data encryption. Encryption technology is also applied for the client connection to the Web site (Transport Layer Security (TLS) min v1.2 and preferred v1.2) and to the hosted application passwords in storage. Customer user passwords are one way hashed using SHA256 and salted with random data. Limited SAP Ariba Operations personnel have data query access and monitoring rights for the SAP Ariba hosting program.

**Agreement:** Our solutions are designed to collect process and store Moderate Business Impact information for individuals. We identify Moderate Business Impact Data as personal contact information such as but not limited to business name, business address, business email, business telephone number or IP address. The SAP Ariba Data



Policy and Privacy Statement prohibits use of the solutions for processing sensitive personal data. Customers may not use SAP Ariba Cloud Services for storing Sensitive Personal Information or to send documents over the Service containing such information except in limited cases documented by SAP Ariba, where such information is stored in encrypted form, such as storage of credit card numbers in fields designated for such use. SAP Ariba's customers are responsible for complying with laws regarding other basic personal information that might be submitted to SAP Ariba Cloud Services though SAP Ariba takes steps in that regard as well.

The SAP Ariba Data Policy and Privacy Statement provides notice of our privacy practices as they relate to the SAP Ariba solutions and needs to be accepted by users prior to use of SAP Ariba solutions. Please refer to the following URL for further details: <https://www.sap.com/about/cloud-trust-center/cloud-service-level-agreements.html>. For new contracts, the SAP Ariba Privacy Statement is not incorporated into the contract and is more akin to documentation and a means of providing further detail and notice to users regarding use of cookies and the scope and types of personal data processed in SAP Ariba solutions. Nothing in the notice is intended to conflict with the contractual covenants that we make to the customer organization.

In the SAP Ariba Privacy Statement itself it says this with the intent to clarify that relationship:

- SAP Ariba, an SAP company, offers products and services in the business-to-business market sector. As such, when SAP Ariba collects information about an individual (that is, personal information), it is generally only related to that person's role at his or her company and is not related to him/her as a private person or as an individual consumer. This document describes SAP Ariba's policy for handling, processing, storing, and otherwise treating personal information submitted to certain Solutions (defined below) and works in conjunction with the agreement between SAP Ariba and each SAP Ariba customer by offering further detail regarding such data processing activities. It also provides notice to individual users about the choices available to users and how users can access and update personal information about them. "Ariba" means Ariba, Inc., its parent companies and affiliates.
- The DPA is the primary document relating to data protection. SCC control in case of conflict with the DPA. The DPA and the DPA clarification section in the SAP Ariba Supplemental Terms have drawn key terms from the SAP Ariba Data Policy and Privacy Statement, e.g. Prohibition on Sensitive Personal Information, Tracking and Handling of Cookies, Visibility of data within a solution, Data Retention, Mergers, Consent, Transfer, Correcting Account Info and Disclosure to third parties as it relates to governments.
- SAP Ariba supports data protection and privacy following the European Union model and includes the DPA in its agreements with subscribers. SAP agreements (including the DPA) address the requirements of the EU Data Protection Directive as implemented by the EU Member States in local law. The SCC are governed by the law of the EU country where the customer or entity providing the data is established. The DPA is based on German law and allows that the country law will apply for the customer's EEA (adequacy country) affiliates. German law applies to non-EEA affiliates. For other countries (e.g. Argentina), the customer decides if our terms will suffice for that country.

As regional privacy law issues come up, such as the handling of cookies in the EU, we review our services and work to adjust the services as necessary to achieve compliance as our goal is to service customer globally. The Privacy/Cookie notice presented to individual users for the SAP Ariba solutions serves primarily to meet our obligations in certain countries of providing notice of privacy practices and cookie use. In some cases, a customer may wish to utilize their privacy policy and they could either:

- Provide their policy to their users before allowing them access to the SAP Ariba system; or,



- SAP Ariba can agree by contract that our Privacy Policy (that appears to users when they first log in) is only notice/documentation and that the Customer's policy controls their user interaction with the SAP Ariba system.

**Maintenance Tools:**

Equipment removal is required to be managed using both an internal ticketing system as well as a data center ticketing system for process control, audit and tracking purposes.

- (a) Verifying that there is no organizational information contained on the equipment.
  - All items of equipment containing storage media are verified to facilitate that sensitive data and licensed software has been removed or securely overwritten prior to disposal or re-use.
  - SAP deletes the logical volumes, which will cause the storage device to re-use the storage space and overwrite the customer data. By deleting the logical volumes, customer data may not be accessed or extracted.
  - If hardware is removed from data centers a physical decommissioning process is applied. When an IaaS provider is used, processes for secure disposal of storage devices are managed by the infrastructure service provider.
- (b) Sanitizing or destroying the equipment.
  - SAP Ariba has a documented policy and procedures for the secure destruction of confidential or sensitive data. Our data disposal practices are aligned with the NIST 800-88 standards for clearing, sanitizing and data destruction to prevent data remanence prior to retiring or allowing storage media outside of our security envelope.
- (c) Retaining the equipment within the facility; or
  - Equipment is located to minimize unnecessary access into work areas. Information processing facilities handling sensitive data are positioned carefully to reduce the risk of information being viewed by unauthorized persons during their use. Storage facilities are secured to avoid unauthorized access. Items requiring special protection are safeguarded to reduce the general level of protection required.

Controls are adopted to minimize the risk of potential physical and environmental threats, e.g. theft, fire, explosives, smoke, water (or water supply failure), dust, vibration, chemical effects, electrical supply interference, communications interference, electromagnetic radiation and vandalism.



## 8. Personally Identifiable Information Protection

RFP 202102021: Part II – Scope of Services to be Provided, D. Security Requirements, Page No. 32

### 8. Personally Identifiable Information Protection– Vendor

The Solution must protect Personally Identifiable Information (PII). Proposals must provide details on how PII is protected and compliance with Federal PII, HIPAA and European General Data Protection Regulation (GDPR) requirements including, but not limited to:

- United States Code 42 USC 1320d through 1320d-8 (HIPAA);
- Code of Federal Regulations, 42 CFR 431.300, 431.302, 431.305, 431.306, 435.945, 45 CFR 164.502 (e) and 164.504 (e); and
- IRS Publication 1075, Tax Information Security Guidelines for Federal, Participating Entity and Local Agencies.

Bidders must

- Maintain in confidence any personally identifiable information (“PII”) it may obtain, maintain, process, or otherwise receive from or through the Participating Entity;
- Not sell, rent, lease or disclose, or permit its employees, officers, agents, and independent Bidders to sell, rent, lease, or disclose, any such PII to any third party, except as permitted under this Contract or required by applicable law, regulation, or court order;
- Take all commercially reasonable steps to (a) protect the confidentiality of PII received from the Participating Entity and (b) establish and maintain physical, technical and administrative safeguards to prevent unauthorized access by third parties to PII received by Bidders from the Participating Entity;
- Give access to and use of PII only to those individual employees, officers, agents, and independent Bidders who reasonably require access to such information in connection with the performance of Bidder’s obligations under an associated Participating Entity agreement;
- Upon request by the Participating Entity, promptly destroy or return to the Participating Entity in a format designated by the Participating Entity all PII received from the Participating Entity;
- Cooperate with any attempt by the Participating Entity to monitor Bidder’s compliance with the foregoing obligations as reasonably requested by the Participating Entity from time to time;
- Establish and maintain data security policies and procedures designed to ensure the following:
  - Security and confidentiality of PII;
  - Protection against anticipated threats or hazards to the security or integrity of PII; and
  - Protection against the unauthorized access to, disclosure of or use of PII.

Response requirement:

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

SAP Ariba is not designed to handle HIPAA data. SAP Ariba solution is designed Business to business transaction, and do not support storing HIPAA/PII/Personal data. For example: SSN, Personal Banking information etc.

## 9. Security/Privacy Issue Occurrence

RFP 202102021: Part II – Scope of Services to be Provided, D. Security Requirements, Page No. 33

### 9. Security/Privacy Issue Occurrence– Vendor

In the occurrence of any security or privacy issue with the provided Solution and/or Services, whether detected by the Participating Entity, a Participating Entity auditor or the Contractor, the Contractor must:

- Notify the Participating Entity of the issue or acknowledge receipt of the issue within two (2) hours;
- Within forty-eight (48) hours from the initial detection or communication of the issue from the Participating Entity, present a potential exposure or issue assessment document to the Participating Entity Account Representative and the Participating Entity Chief Information Security Officer with a high-level assessment as to resolution actions and a plan;
- within four (4) calendar days, and upon direction from the Participating Entity, implement to the extent commercially reasonable measures to minimize the Participating Entity’s exposure to security or privacy until such time as the issue is resolved; and
- upon approval from the Participating Entity implement a permanent repair to the identified issue at the Bidder’s cost.

Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the Security/Privacy Issue Occurrence objectives and requirements.

We can provide a general overview of SAP Ariba’s incident response procedures, but SAP Ariba’s full documentation is confidential. All our security processes and procedures are audited by a third party every six months for ISAE 3402 assurance. SAP Ariba also holds PCI DSS certification. The intent of the following is to



describe in a broad manner the actions SAP take in regard to security incidents, their management, tracking and communications in regard to internal policies and procedures.

SAP Ariba has an established security incident plan based on internally-developed policies and procedures where documented results of all security incidents occurring during the six month audit period are reviewed and evaluated against the Trust Services Principles of ISAE 3402 and the PCI DSS standards as appropriate.

Upon notification of a security incident, a documentation trail is begun by the InfoSec department and an internal ticket is created as the record of reference. The lead security manager calls a meeting including all personnel required to contain and reduce risk and impact appropriate to the nature of the incident.

Tasks are assigned with milestones to be met to validate and determine extent of the incident. Communication is made to the Privacy & Security Board to alert principal membership and foster internal cooperation and awareness. An appropriate communication channel to affected customer(s) is determined based on how we were notified of the incident, i.e. from a customer, from an internal report or from a third-party report. Communication is made to affected customer(s) to include the nature of the incident, actions taken to contain the incident and potential effects of actions, regarding sustained business process and availability of the system.

Workarounds or hot fixes necessary in the solutions are communicated and scheduled reporting to the customer(s) is established with an identified single point of contact within our company. Based on the nature of the incident, if required, legal counsel present at initial risk & impact meeting, will assist in communicating with law enforcement contacts. The customer is kept informed of the milestones met and at scheduled intervals until the incident is fully contained and no further risk and impact perceived. All incidents are required to be internally managed by InfoSec to include tracking and review on a weekly basis and evaluation of the actions taken regarding our security concept.

All incident reports are presented to and reviewed by the Privacy & Security Board and are formally closed with discussion and evaluation to determine what actions can be taken to prevent similar incidents. Depending on the nature of the incident and impact to customer(s), security incidents are not formally closed by the board until all affected customers are made aware of the incident and appropriate measures to remediate the initial threat are formally communicated.



## 10. PII Data Actual/Attempted Access or Disclosure

RFP 202102021: Part II – Scope of Services to be Provided, D. Security Requirements, Page No. 33

### 10. PII Data Actual/Attempted Access or Disclosure– Vendor

If the security or privacy issue is determined to be an actual, attempted or suspected theft of, accidental disclosure of, loss of, or inability to account for any PII by Contractor or any of its sub-contractors (collectively “Disclosure”) and/or any unauthorized intrusions into Contractor’s or any of its sub-contractor’s facilities or secure systems (collectively “Intrusion”), Contractor must additionally:

- Notify the Participating Entity within two (2) hours of the Bidder becoming aware that the issue was of the unauthorized Disclosure or Intrusion;
- Investigate and determine if an Intrusion and/or Disclosure has occurred;
- Fully cooperate with the Participating Entity in estimating the effect of the Disclosure and/or Intrusion’s effect on the Participating Entity and fully cooperate to mitigate the consequences of the Disclosure or Intrusion;
- Make a report to the Participating Entity including details of the Disclosure and/or Intrusion and specify the corrective action to be taken;
- Take corrective action to prevent further Disclosure and/or Intrusion; and
- In the case of a Disclosure, cooperate fully with the Participating Entity to notify the effected persons as to the fact of and the circumstances of the Disclosure of the PII. Additionally, Bidder must cooperate fully with all government regulatory agencies and/or law enforcement agencies having jurisdiction to investigate a Disclosure and/or any known or suspected criminal activity.

#### Response requirement:

- RTM: N/A
- Inline Narrative: Bidders must provide a detailed narrative response that describes meeting the PII Data Actual/Attempted Access or Disclosure objectives and requirements.

Please see above (Security/Privacy Issue Occurrence), breach or accidental exposure PII data will also consider as a security incident and same above protocol would follow.

## 11. Security Breach Reporting

RFP 202102021: Part II – Scope of Services to be Provided, D. Security Requirements, Page No. 34

### 11. Security Breach Reporting– Vendor

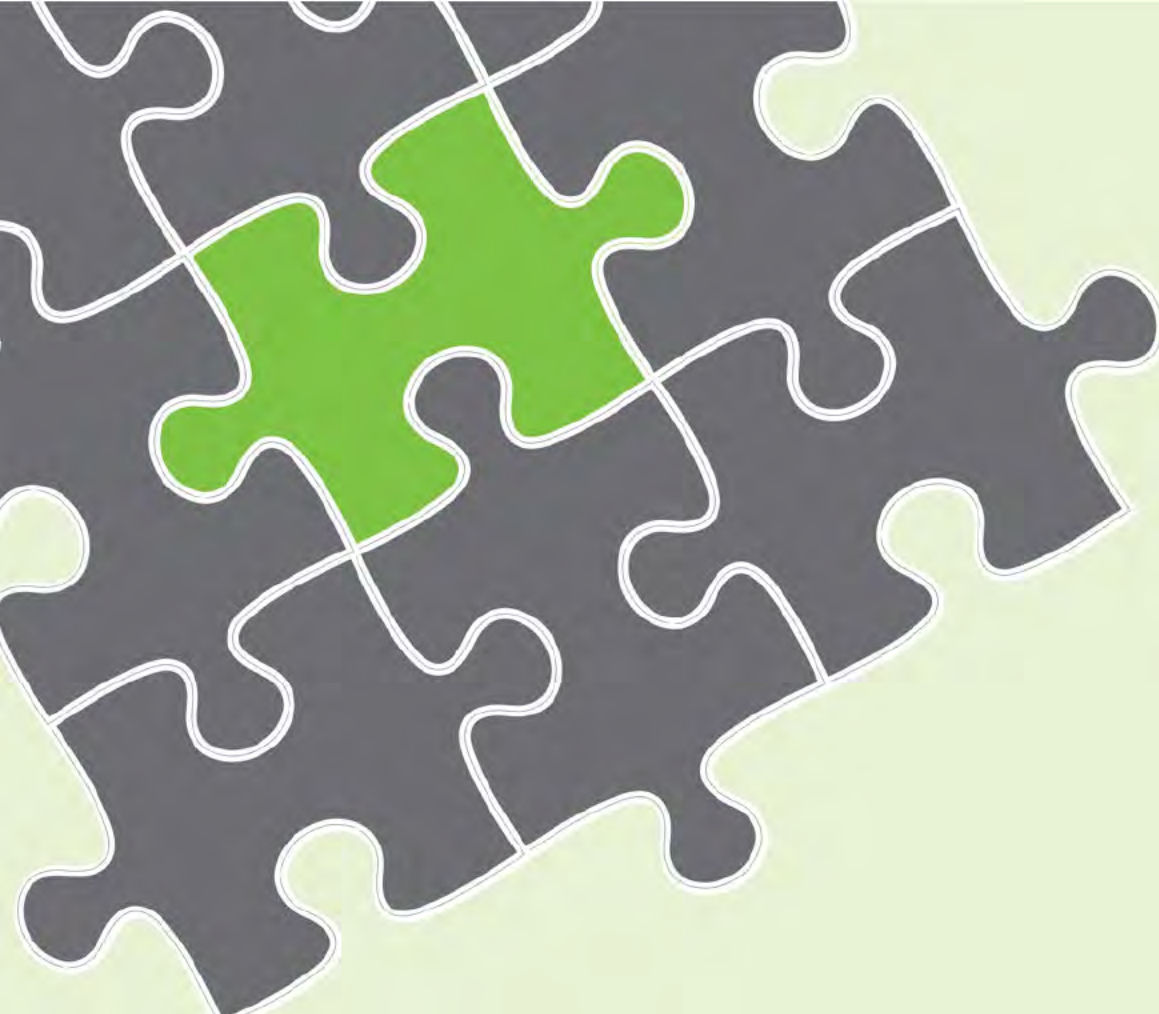
If the security issue is determined to be an actual security breach that may have compromised Participating Entity Data that is not PII, the Contractor must additionally:

- Notify the Participating Entity within two (2) hours of the Contractor becoming aware of the breach. In the case of a suspected breach, the Contractor must notify the Participating Entity in writing of the suspected breach within twenty-four (24) hours of the Bidder becoming aware of the suspected breach.
- Fully cooperate with the Participating Entity to mitigate the consequences of such a breach/suspected breach. This includes any use or disclosure of the Participating Entity Data that is inconsistent with the terms of this Contract and of which the Contractor becomes aware, including but not limited to, any discovery of a use or disclosure that is not consistent with this Contract by an employee, agent, or sub-contractor of the Contractor.
- Give the Participating Entity full access to the details of the breach/suspected breach and assist the Participating Entity in making any notifications to potentially affected people and organizations that the Participating Entity deems are necessary or appropriate. Bidders must document all such incidents/suspected incidents, including its response to them, and make that documentation available to the Participating Entity on request.

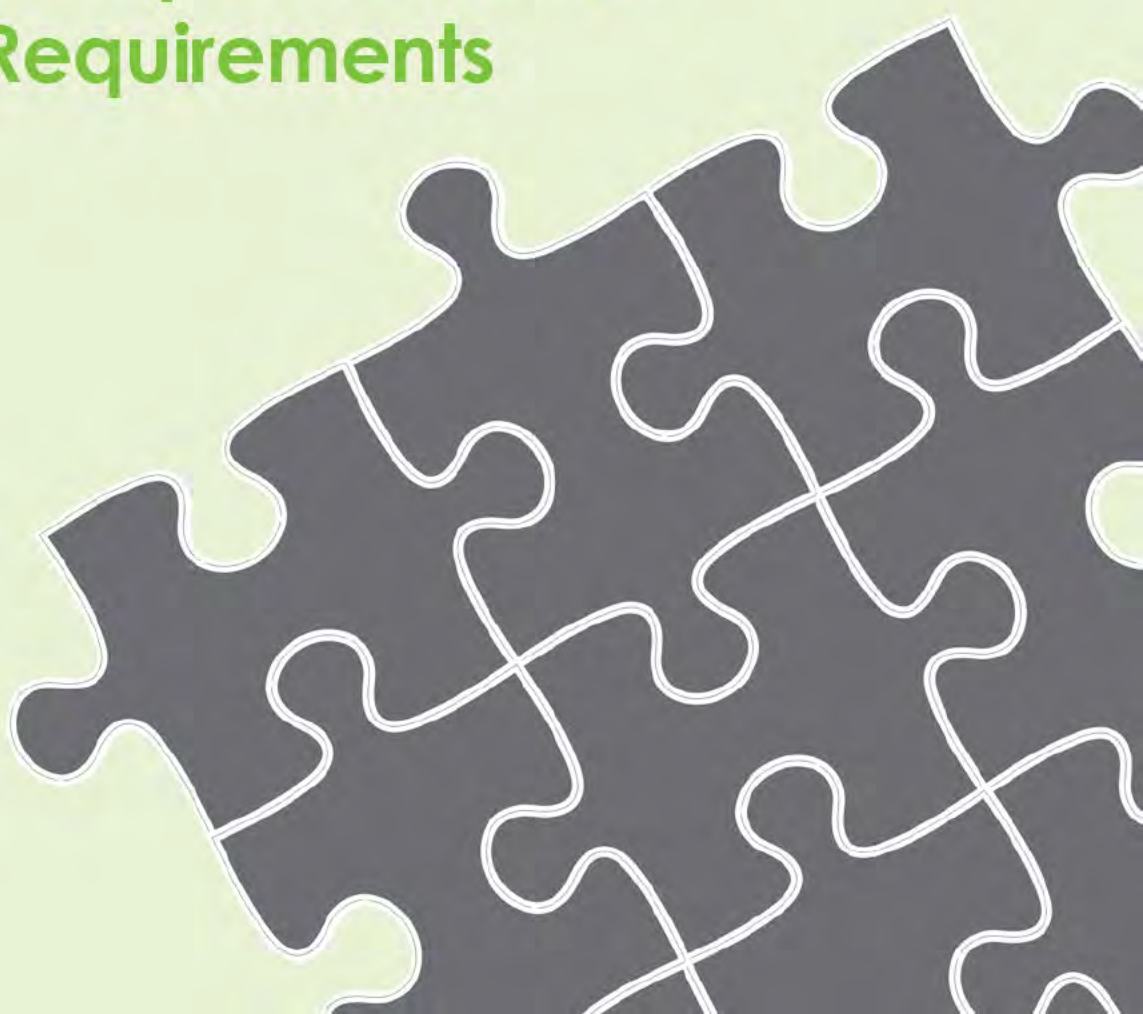
#### Response requirement:

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

Please refer to item #9, Security/Privacy Issue Occurrence.



## **E. Implementation Requirements**





## E. Implementation Requirements

RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 34

### 1. Project Management

RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 34

#### 1. Project Management– Deloitte

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:

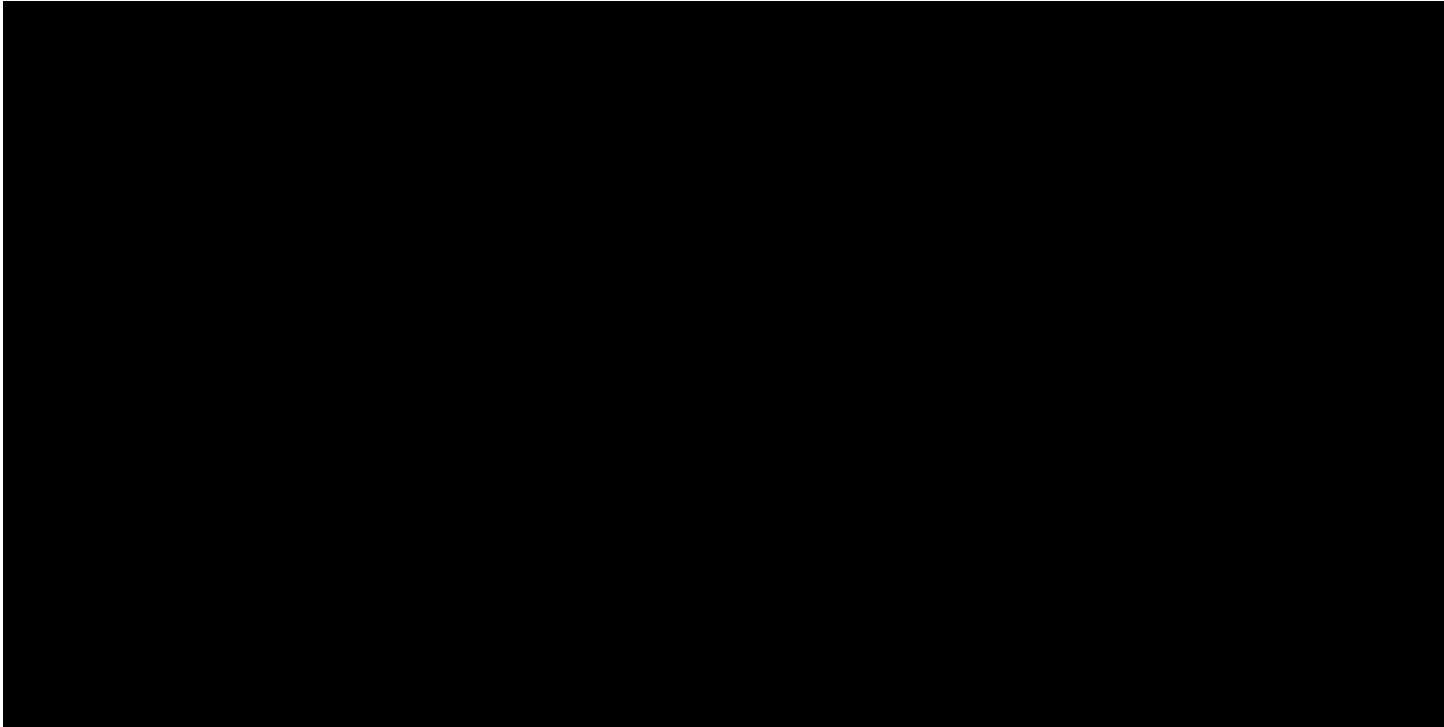
- Providing a dedicated Project Manager and identify the skills, qualifications, certifications and responsibilities of an individual that would be assigned to a Solution implementation project.
- Include an example Implementation Plan that includes project phases, tasks, major milestones and timeline.
- 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.

Deloitte has successfully led several SAP Ariba implementations utilizing our EVD (Enterprise Value Delivery) methodology which is built upon SAP's Activate methodology. We understand that the Participating Entity's objective is to leverage the success of this key implementation to realize cost savings, improve spend transparency and streamline existing processes to gain efficiency. 

Understanding Participating Entity's need to implement a comprehensive and best-in-class eProcurement solution that will allow the state to improve the effectiveness of their procurement business processes, Deloitte has assembled a high-performing team

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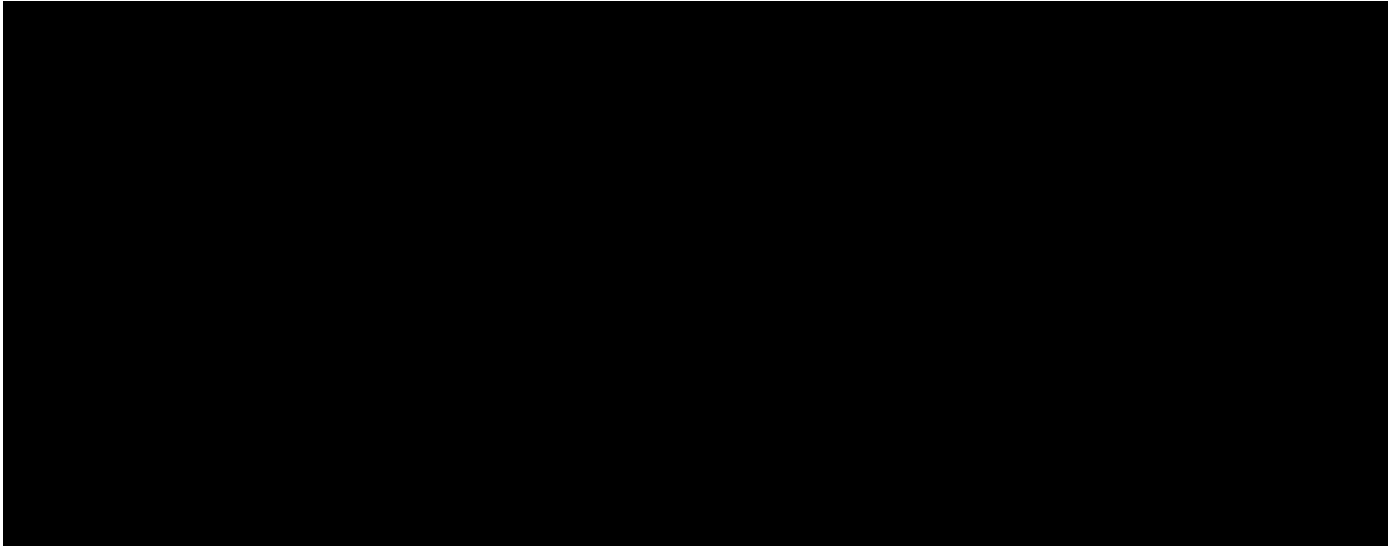


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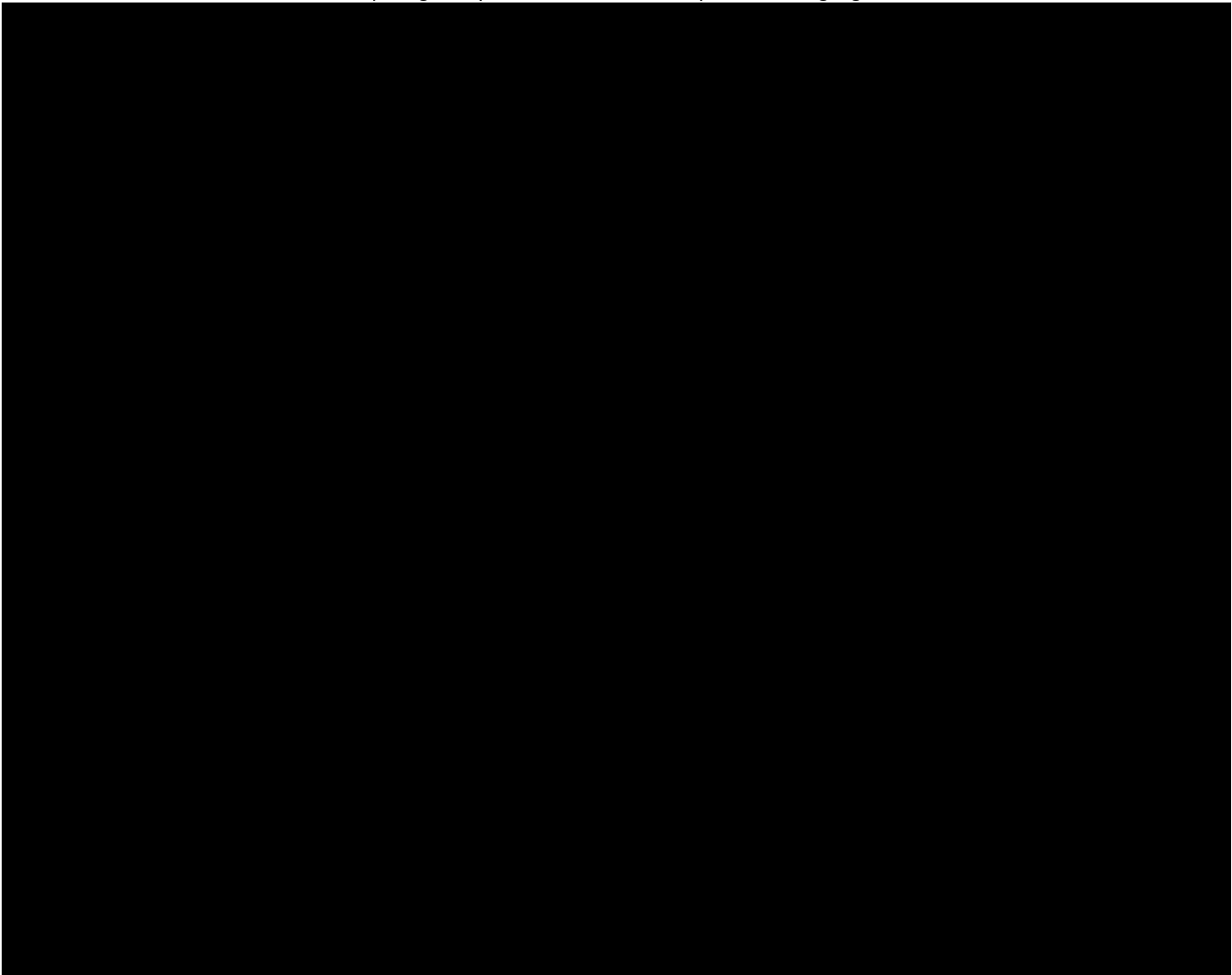
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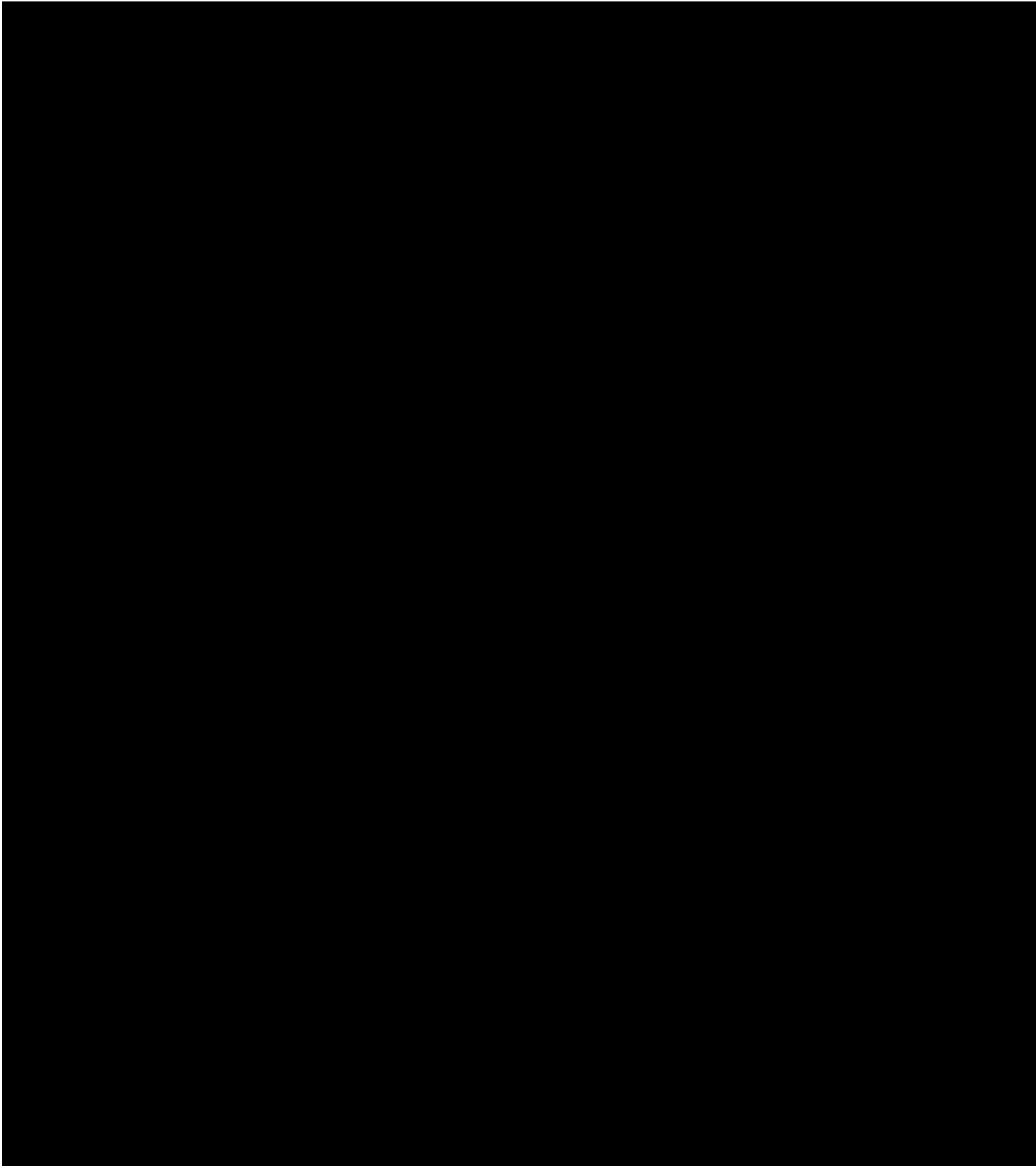
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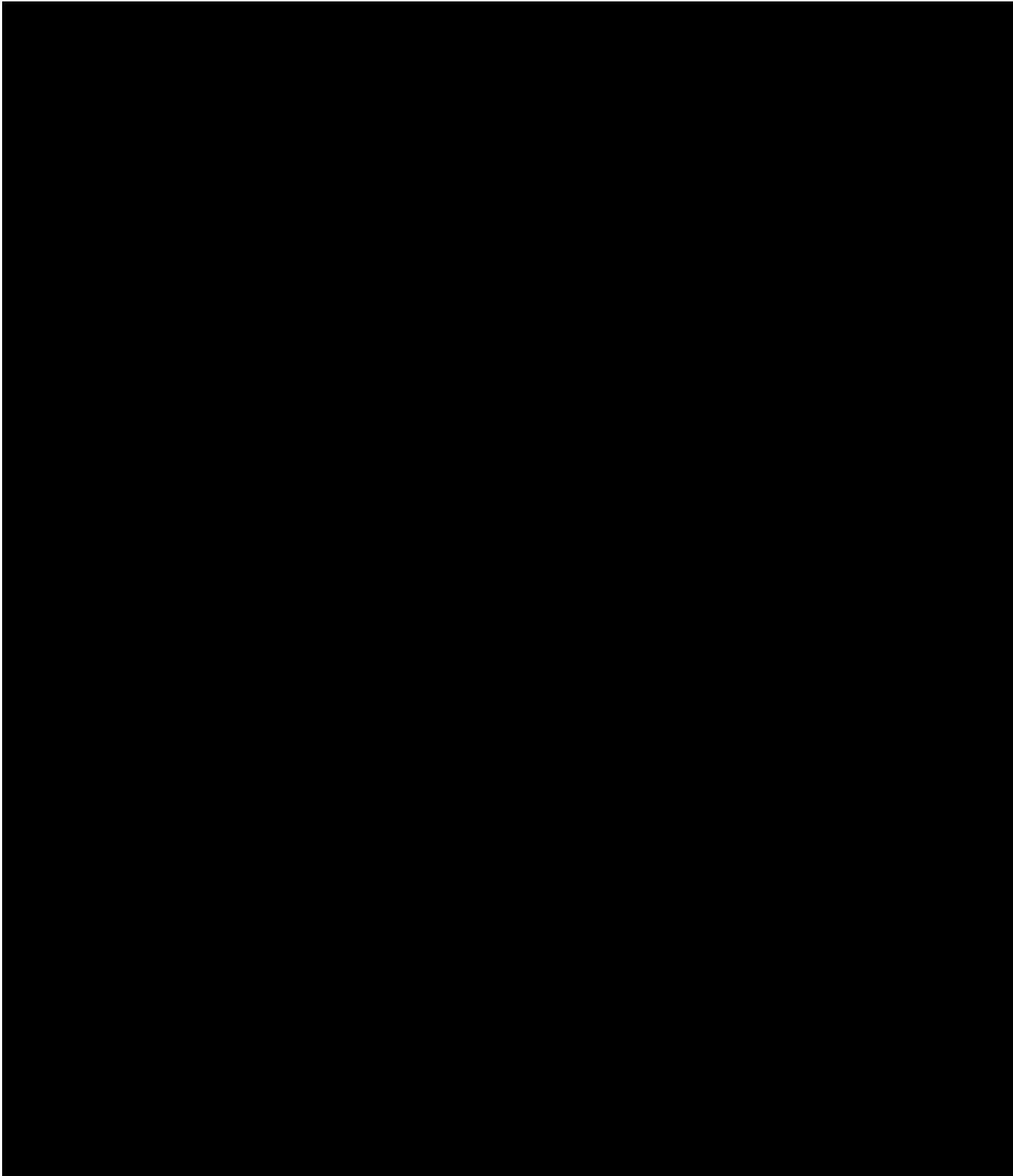
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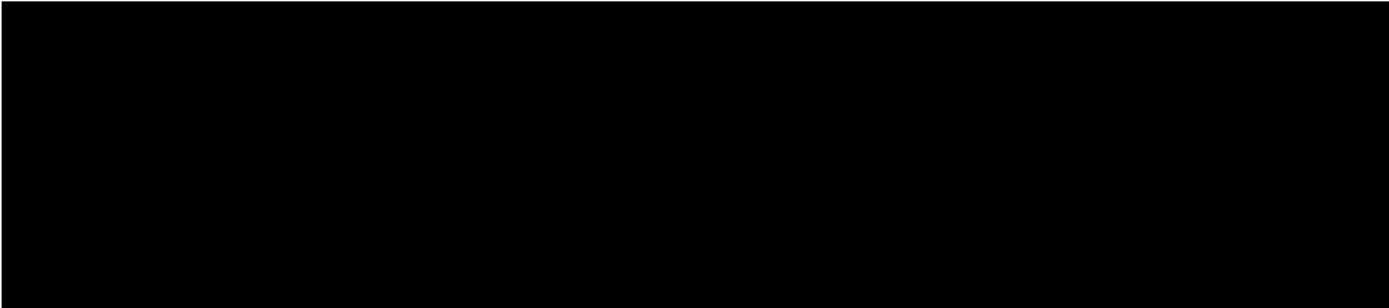


To deliver success for the Participating Entity we summarized the key roles and highlighted skill sets below.









## 2. Project Implementation Methodology

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### 2. Project Implementation Methodology– Deloitte

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;

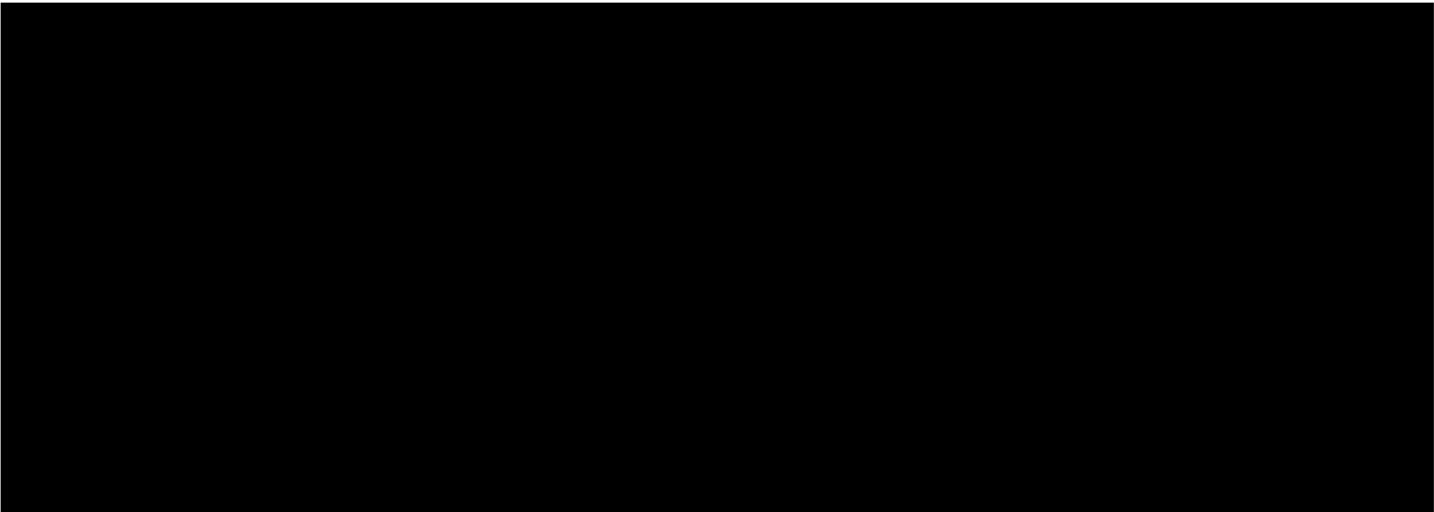
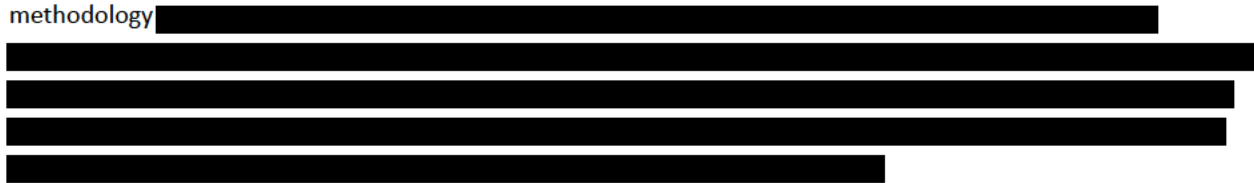
- Design/Configure/Build work required to set up the Solution
- System development methodology;
- Testing methodology including, but not limited to, Test Plans, Development Testing, Unit Testing, Performance Testing, Integration Testing, User Acceptance Testing, and Test Scenario/Script development;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

Response requirement:

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

### Deloitte's SAP EVD Methodology to Support this Ariba Implementation

Deloitte has successfully led several SAP Ariba implementations utilizing our EVD (Enterprise Value Delivery) methodology





### Deloitte's EVD Methodology – Phases

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RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 35

### 3. Catalog Support Services—Deloitte

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.

Catalog Management is a component of SAP Ariba Buying and Invoicing and combines consumer-like shopping with a sophisticated procurement process. With innovations in guided buying and semantic search, it displays relevant and current content to make it easy for employees to purchase from your preferred suppliers. Meanwhile, you can monitor content quality with new dashboard reports.

Our Deloitte Team has read and acknowledges the Participating Entity requirements for Catalog support services. More details on creation of hosted catalogs, Setup/configuration of punchout sites, retail online marketplaces are provided in response to Functional Requirements →Catalog Capability (B.7)

Successful catalog Support Services requires collaboration between client and Vendor. [REDACTED]

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| Current government  | 65%        |
| Previous government | 35%        |





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### Supplier Off boarding

Supplier off boarding is a process of removing the supplier from the system records when the contract/relationship ends with the supplier. However, supplier offboarding must be done only after supplier fulfills all the contractual obligations. [Redacted]

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## 4. Data Conversion Services *(separate from the Data Services response in the Functional Requirements section)*

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RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 35

### 4. Data Conversion Services (separate from the Data Services response in the Functional Requirements section) – Deloitte/Vendor

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.

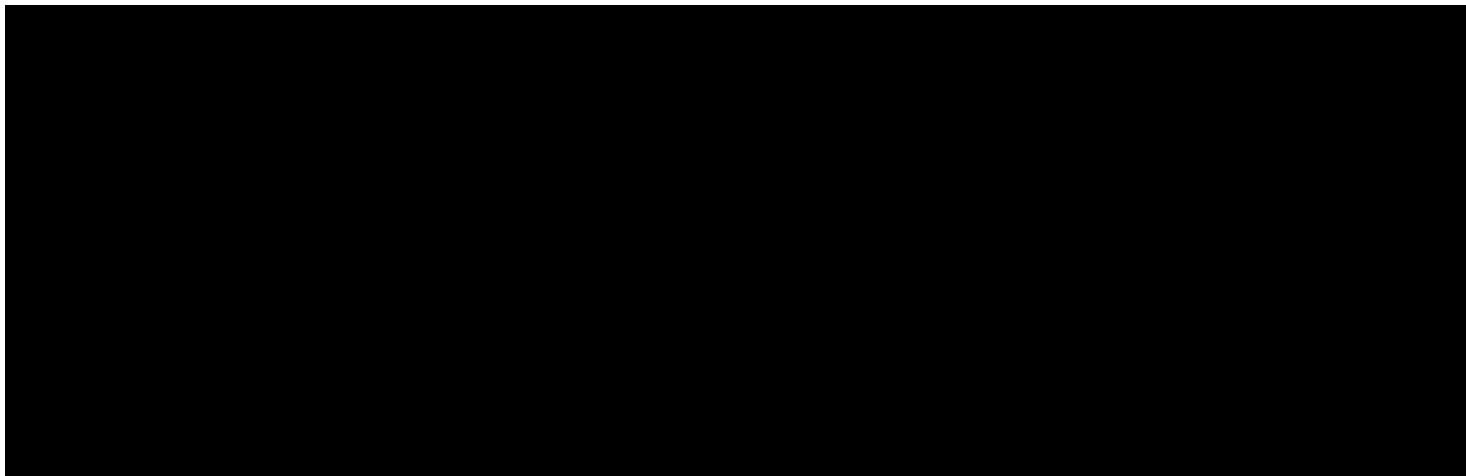
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The Deloitte Team has deep experience assisting our clients with their data conversion activities as part of the implementation lifecycle. Our Data Quality methodology for data conversion helps guide our practitioners and Participating Entity through these data activities and challenges. Our approach to data conversion is proactive, leveraging proven techniques and processes that support on schedule and on budget go-lives.

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## 5. Interface/Integration Development Services *(separate from the Interface and Integration response in the Functional Requirements section)*

RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 36

5. Interface/Integration Development Services (separate from the Interface and Integration response in the Functional Requirements section)) – Deloitte  
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.

### Ariba – ERP System Integration

The SAP Ariba Buying & Invoicing solution integrated with ERP system allows administrators to import master data and export transactional data from ERP system to the SAP Ariba Buying & Invoicing solution seamlessly. The SAP Ariba integration toolkit is a Java-based tool that SAP Ariba provides to upload master data or download transactional data. This tool reads the CSV files in ERP system, zips them, and sends them as MIME messages using the HTTP post to the SAP Ariba Buying & Invoicing solution. For more information, see the Ariba On Demand Solutions Integration Toolkit Guide.



Buyer administrators can enable the integration of data through the following methods:

- File-based integration
- Web services
- Direct connectivity
- Mediated connectivity

#### **Master data**

Master data consists of general information stored in ERP system that is used in the SAP Ariba Buying & Invoicing solution to create business documents such as requisitions, receipts, or invoices. Master data is extracted from ERP system and sent to the SAP Ariba Buying solutions. The SAP Ariba Buying & Invoicing solution integrated with ERP system provides the integration events for standard data imports from SAP ERP.

Master data is extracted from ERP system and sent to the SAP Ariba Buying solutions. The SAP Ariba Buying & Invoicing solution provides the integration events for standard data imports from ERP system.

To import master data, you require the latest version of the SAP transports installed in ERP system. The SAP transports contain the SAP Ariba-specific ABAP programs required for master data export extractions. When you export master data from ERP system, the ABAP programs runs the scheduled task in ERP system. To run master data, you must schedule the master data extraction ABAP programs that extracts the master data and creates the CSV files. The CSV files are then sent to the SAP Ariba Buying solutions. You can import master data using the following methods:

- SAP Ariba integration toolkit
- Direct connectivity
- Mediated connectivity

#### **Transactional data**

Transactional data includes information about purchase orders, invoices, receipts, and remittance advice. Transactional data is sent from the SAP Ariba Buying & Invoicing solution to ERP System. However, transactional data for Remittances and the Purchase Order Header Status is always sent from ERP system to the SAP Ariba Buying solutions. You can import master data using the following methods:

- SAP Ariba integration toolkit
- Direct connectivity
- Mediated connectivity
- Web Services

Transactional data can be exported using File channel or Web services:-

#### **File Channel**

- The File channel uses the Data Transfer tool to export transactional data from the SAP Ariba Buying & Invoicing solution to ERP system as CSV files for each integration event that you run.



- The integration event extracts the data, converts the data to a CSV file and sends the file embedded in a MIME message to the Data Transfer tool. Based on the configurations, the Data Transfer tool downloads the CSV files to ERP.

#### Web services

- For using the Web services to export transactional data, the SAP Process Integration middleware is used to export transactional data between the SAP Ariba Buying & Invoicing solution and ERP system.

#### File-based Integration

File-based integration enables you to import master data and transactional data using the Data Transfer Tool in the SAP Ariba integration toolkit as follows:

- SAP Ariba provides SAP transports that extract master data from ERP system and write to a \*.csv file. The \*.csv files are then transferred to the SAP Ariba Buying & Invoicing solution using the SAP Ariba integration toolkit.
- You can export transactional data using the Data Transfer Tool. The Data Transfer tool downloads master data and transactional data from the SAP Ariba Buying & Invoicing solution to the configured location on your file system based on the configuration specified in the BAT file. The data is stored as CSV files

#### File-based integration for master data

The following graphic illustrates the integration of master data on file-based integration:

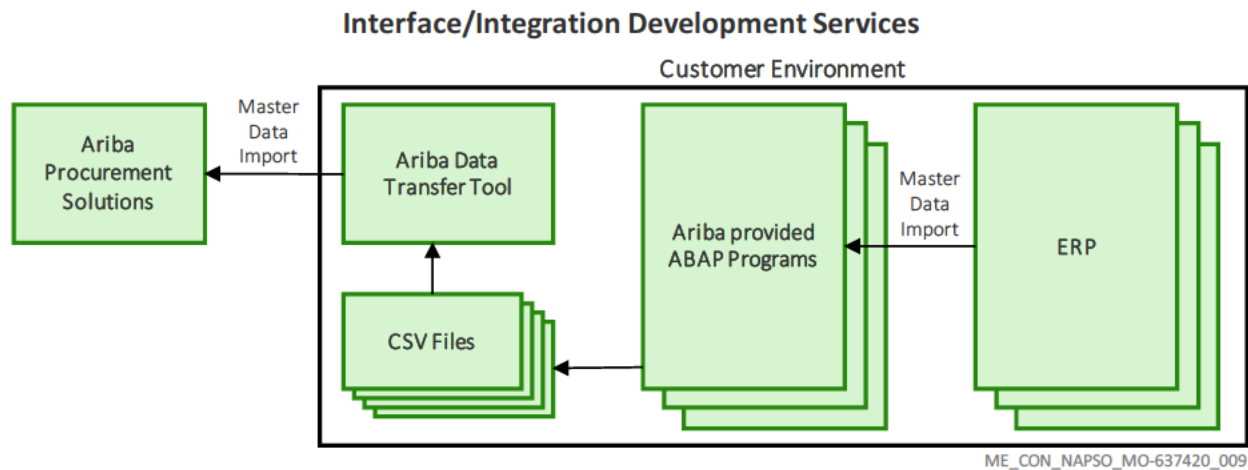


**Figure 117. Integration of Master data on file-based integration.**

1. The ABAP program provided by SAP Ariba downloads master data from ERP system in the form of CSV files.
2. The Data Transfer Tool then reads these CSV files and uploads data into the SAP Ariba Buying solutions.



### File-based integration for transactional data

The following graphic illustrates the integration of transactional data on file-based integration.

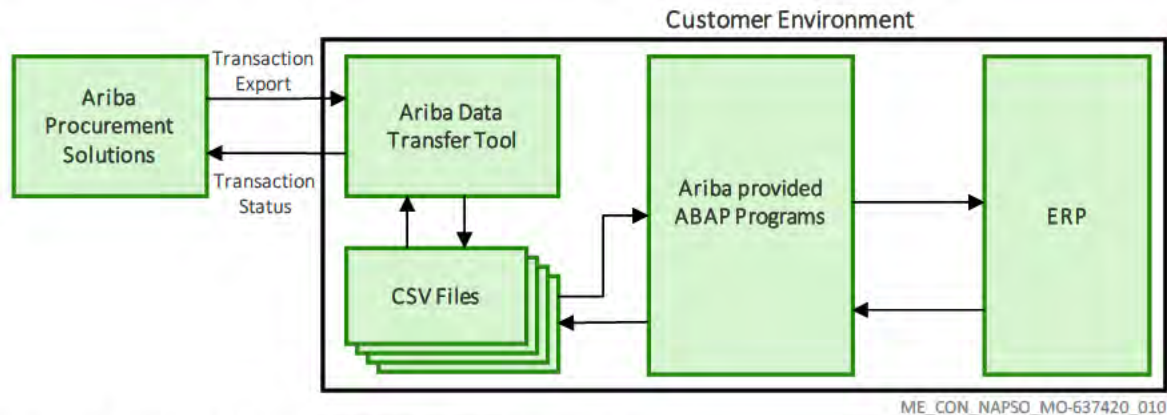


**Figure 118. Integration of Transactional data on file-based integration.**

1. The Data Transfer Tool exports data from SAP Ariba Buying & Invoicing solution in the form of CSV files.
2. The ABAP program provided by Ariba then read these CSV files and transfers data to ERP system.
3. The ABAP program provided by Ariba then retrieve the status of each export transaction from ERP system.
4. The Data Transfer tool reads these CSV files and uploads the status into SAP Ariba Buying solutions.

### Web services based integration

Web services based integration allows integration of master data and transactional data. However, master data integration is not complete and allows you to import only some master data.

The following diagram illustrates the integration between SAP Ariba Buying & Invoicing solution and ERP system using Web services.

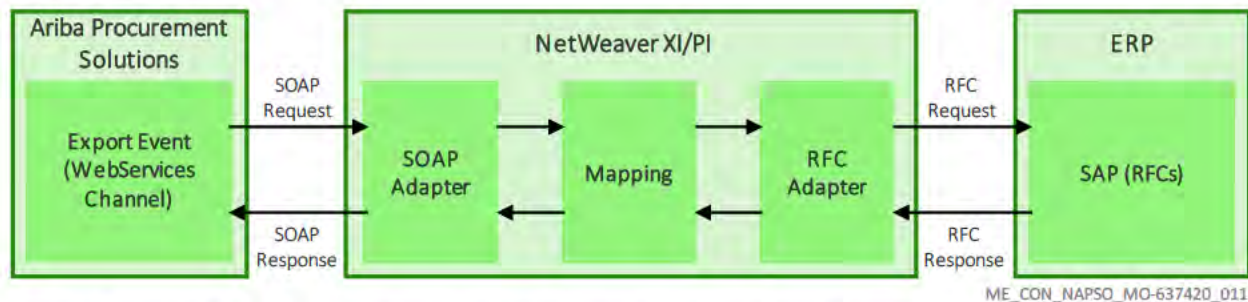


**Figure 119. Integration between SAP Ariba Buying & Invoicing solution and ERP system using Web services.**

The Web services provide for real-time integration of the SAP Ariba Buying & Invoicing solution with ERP system using SAP Process Integration. The integration using SAP Process Integration is available by default. If you want to use other application systems through a SOA supporting middleware, then you are required to build your integration.

When an object is created in the SAP Ariba Buying solutions, which is configured to be sent to ERP system, the Web services generate a SOAP message based on the WSDL and dispatches it to a Web services server such as SAP Process Integration using the URL configured through the SAP Ariba Administrator.



SAP Process Integration is configured to receive SOAP messages using the SOAP adapter. It transforms the data using the messaging mapping and converts the SOAP message to an SAP format (typically RFC). The RFC adapter then transmits the information to ERP system based on the configuration.

In ERP system, data is created using RFC/BAPI and the response (Success or failure) is sent back to SAP Process Integration, which again transforms the data and sends it back to the SAP Ariba Buying & Invoicing solution through the Web services. The response is then updated in the respective SAP Ariba Buying solutions.

#### **Direct connectivity integration**

Integrate master data and transactional data directly from ERP system to the SAP Ariba Buying & Invoicing solution seamlessly without using the SAP Ariba integration toolkit through the Direct Connectivity Integration method. The CSV files containing the master data is sent to the SAP Ariba Buying & Invoicing solution through SOAP messages as follows:

- The master data is compressed in a ZIP file and embedded in a SOAP message header.
- A proxy is called with the request header.
- If there are failures while trying to connect to the SAP Ariba Buying solutions, the retry is based on the time duration you have configured.

#### **Mediated connectivity integration**

Buyers using the SAP Ariba Buying & Invoicing solution integrated with ERP system can integrate master data and transactional data from ERP system to the SAP Ariba Buying & Invoicing solution seamlessly using the SAP Process Integration layer through the Mediated connectivity integration method. Buyers can securely download master data from ERP system to the SAP Ariba Buying & Invoicing solution or Fieldglass system through the SAP Process Integration using SOAP messages. Buyers can use either the shared secret or client certificate-based authentication.

#### **Provide technical assessment to identify required interfaces and integrations to systems outside of the eProcurement Solution.**

Our key considerations for both Functional and Technical Integrations:-

- Integrated platform approach – understand integration/data needs for each solution module, plus ‘fit’ with larger platform
- Coordination of environments – focus on all environments impacted and not just SAP
- Approach to integration – don’t just plan for the basic master data elements, look beyond and confirm long-term data needs
- Integration with ERP system– make decisions now to inform near-term integration expectations vs. long-term requirements
- Digital Innovation – compliment the core with additional digital enablers such as RPA/AI

Approach to integration includes a point of view in the integration strategy across different ERP solution and not only limited to:

##### **1. Master Data Integration:**

- a. Participating Entity’s ERP and other boundary systems will be the source for all the master data



- b. Schedules can be set up to support the automation of data feeds
- 2. A/P Integration:
  - a. Invoices can be processed for payment directly based on the configuration approach and sent back to the Cloud for remittance.
- 3. Catalog Integration:
  - a. SAP Ariba will be integrated with a Catalog tool.
  - b. Catalog enablement will be managed by SAP Ariba.
  - c. Harmonization & standardization of data element (e.g. category) is critical.
- 4. Contract Management Integration:
  - a. The Contract Management system will be integrated to the procurement system
  - b. Integration will help achieve high compliance and tighter control while reducing cost and risk
  - c. Important to determine type of contract and data mapping for different transactions
- 5. Supplier Integration:
  - a. A supplier onboarding tool (SAP Ariba SLP) will be used to address Supplier Registration & Qualification integration with Participating Entity's legacy system
  - b. Validations and controls will be built during the registration and qualification process

#### **Design, development, testing and implementation of identified interfaces and integrations**

SAP Ariba provides enterprise-class cloud integration for multiple ERPs like Oracle, with complete visibility and integration for companies with multiple business units and heterogeneous back-office systems. The flexible integration functionality supports different areas of the procurement process:

#### **Requirements, Design, and Development**

We understand that Interfaces represent the realization of end-to-end business processes across a typically complex, disparate technical environment and there will be a need to integrate between SAP and non-SAP systems which follows various integration patterns; namely real-time, near real-time, and batch etc.

Interfaces and Integration Strategy –

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To create an Interface Plan, Deloitte will work with the Participating Entity's SMEs to perform an analysis of the as-Is application landscape in the beginning of the design phase before starting JAD sessions. We expect that current vendors or SMEs will provide knowledge transfer of the systems that need to interface and that necessary documentation is provided to build the necessary plans. 



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SAP Ariba Cloud Integration Gateway:

- Simplifies integration by using a guidance-based setup,
- Reduces the integration deployment time,
- Provides an integrated test framework to verify various scenarios configured in the system,
- Facilitates smoother upgrade of the solution,

- Aligns with SAP standard software delivery processes by supporting download through the SAP Service Marketplace and by addressing issues with standard SAP Notes and correction instructions



Figure 121. SAP Ariba CIG Advantages.

#### Advantages of SAP Ariba CIG for Integration:

- Alignment with SAP** – Enablement on SAP Cloud Platform Integration, along with pre-built ERP integration content for various business scenarios drives seamless alignment to existing SAP and NON- SAP systems.
- Provision of Automated testing** – This feature dramatically lowers the overall testing and setup time, allowing customers to go live with integrated transactions on Ariba Network faster than before. Also, reduces deployment time significantly.
- Real-Time Monitoring and alerts** – This help customers significantly to identify issues real time so that a smooth flow of transactions without interruptions can be expected.
- Security Safeguards** – Powerful and reliable security safeguards facilitate protection of customers data, enabling customers to connect to enterprise's cloud without compromising corporate's firewall/security.
- Extensible Integration** – CIG provides an exclusive server-side scripting capability that enables use of common scripting languages to define additional integration scenarios.

#### Unit and Integration Testing of Interfaces

Deloitte collaborates with the Participating Entity to perform the unit and integration testing of the interfaces.

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## 6. Organizational Change Management (OCM) Services

RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 36

### 6. Organizational Change Management (OCM) Services– Deloitte

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.

Our organizational change management approach is based on the Organizational Change Management (OCM) discipline of Deloitte's EVD method.

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– ALM Intelligence, Communications and Change Management Consulting, 2018.

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**Figure 123. Deloitte's Communications and Change Management Consulting.**



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### Resistance Assessments & Management Plan Development

Resistance to change is normal and expected, but what if we could eliminate at least half of the resistance encountered on a change initiative? The issue is not whether we will encounter resistance to change.

As part of our resistance assessment exercise, our team will be spending adequate amount of time before the project launches to look at likely sources of resistance. [Redacted text block]

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## 7. Training Services

RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 37

### 7. Training Services– Deloitte

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.

Our Deloitte Team has read and acknowledges the Participating Entity requirements for end- user training, Go-Live support, and transition to customer self-sufficiency and intends to address each in our training products and deliverables. We look forward to the opportunity to help meet the learning needs of project team members and end users. Deloitte Team will work with the Participating Entity team to assess the training needs for the proposed solution and prepare training plan as required based on the Participating Entity staff needs.

Critical to the success of new systems deployment is preparing the Participating Entity staff to use the new system productively, without disruption to current services. In addition to a first-in-class Ariba System, the Deloitte Team also delivers a training program that allows for a successful implementation for both technical users and end-users.



The Deloitte Team stands apart in our ability to deliver high quality training programs for public sector clients based on proven adult-learning leading practices and concepts. [REDACTED]

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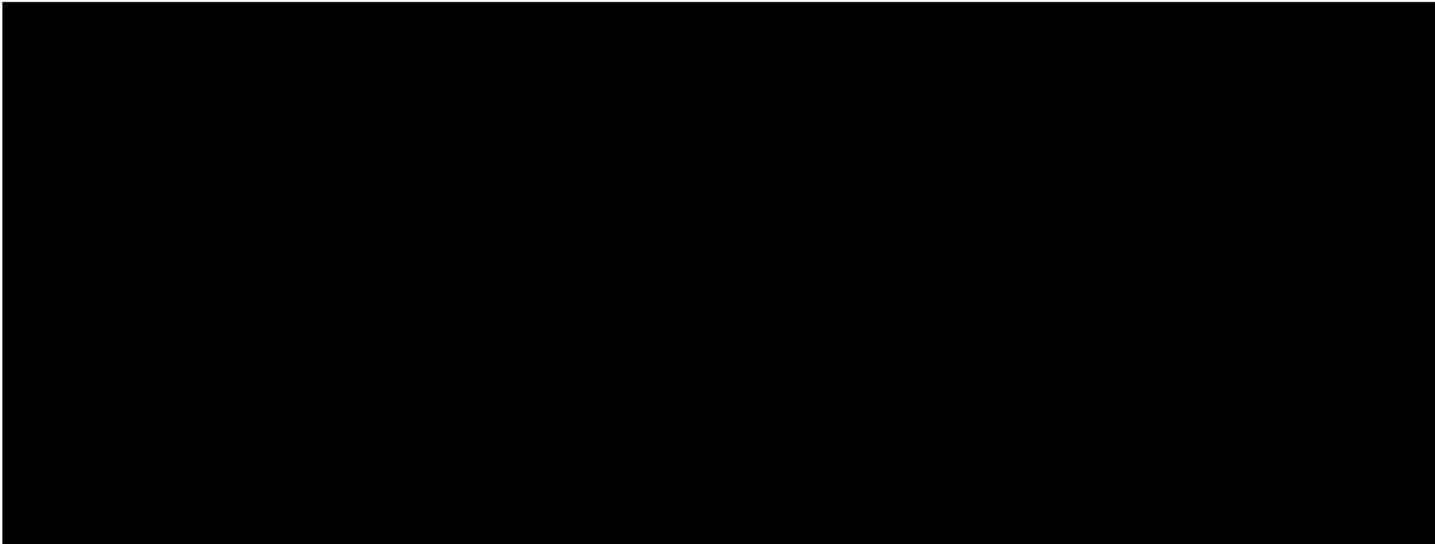
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| Training Group              | Proposed Training Type  | Responsibility                | Rationale                                                                                                                                                     |
|-----------------------------|-------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Planning & Spend Management | Instructor-Led Training | Deloitte/Participating Entity | Limited group of end users within Procurement who will need to understand the new processes and system steps to identify, capture, and drive saving targets.  |
| Sourcing                    | Instructor-Led Training | Deloitte                      | Smaller audience within the Category Owners, Project Management and Operational Buying group whose day-to-day job will shift and likely change significantly. |



Deloitte acknowledges the requirement for download/copy/distribute these materials without **restriction**.

## 8. Help Desk Services

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### 8. Help Desk Services– Deloitte/Vendor

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.

Our Deloitte Team has read and acknowledges the Participating Entity requirements for Help desk requirements, as part of support Run Phase includes the business stabilization period and transition to long-term steady-state support. During this time frame, Deloitte will shift our focus from go-live and cutover to post go-live hyper care support, as well as monitoring the live environment. Deloitte and Participating Entity will work jointly to address help desk tickets and provide additional support to Participating Entity users in areas where we see recurring issues.

Hypercare Support involves a series of support activities performed as needed to address post go-live issues





## 9. On-Site System Stabilization Support

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RFP 202102021: Part II – Scope of Services to be Provided, E. Implementation Requirements, Page No. 38

### 9. On-Site System Stabilization Support– Deloitte

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.

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Deloitte understands the importance of the immediate post go-live support after the full Ariba solution implementation and considers this phase of 3 months immediately post go-live as “Hyper-care” support period.

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## **F. Managed Services Requirements**



## F. Managed Services Requirements

RFP 202102021: Part II – Scope of Services to be Provided, F. Managed Services Requirements, Page No. 38

### 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

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### 1. Solution Support– Deloitte

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

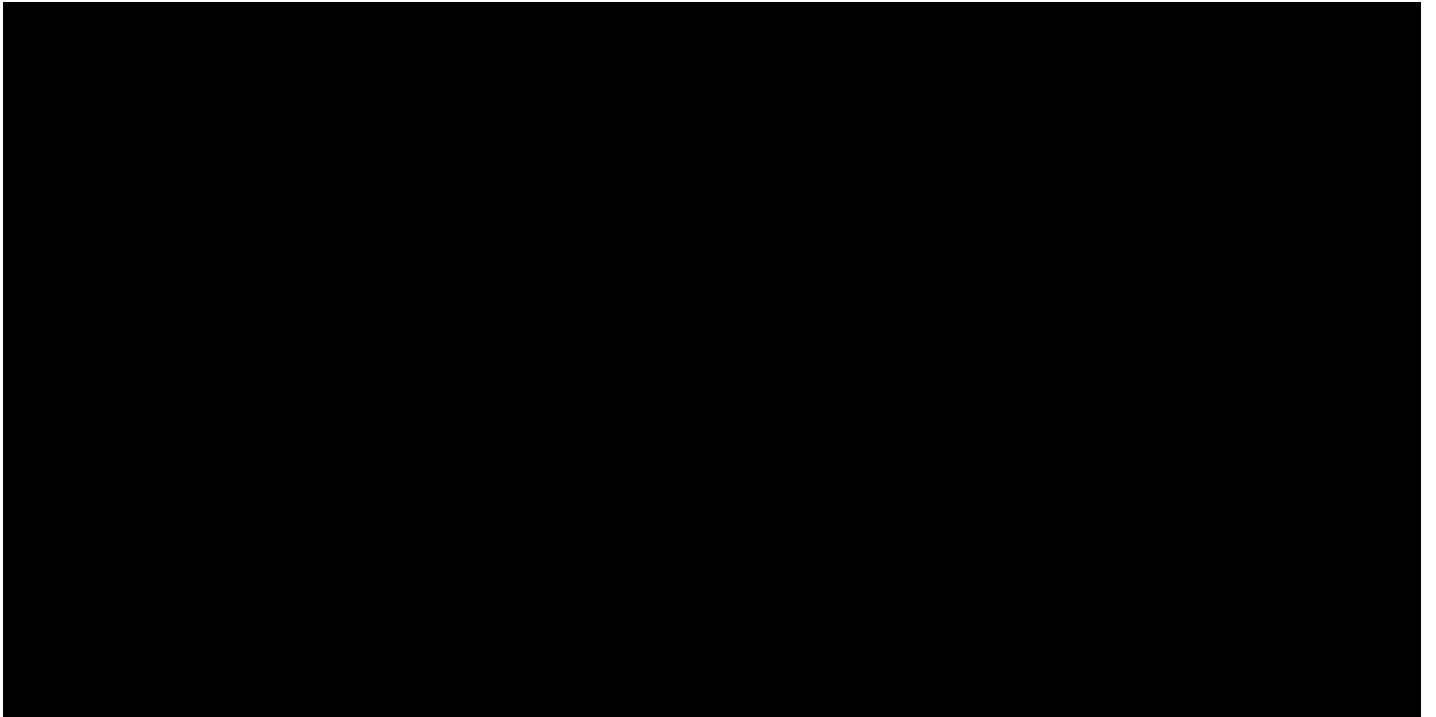
- Maintain the performance, availability, and stability of the Solution. The Contractor must schedule its implementation of changes so as not to unreasonably interrupt State business operations.
- Make no changes that would materially alter the functionality of the systems used to provide the Services 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.

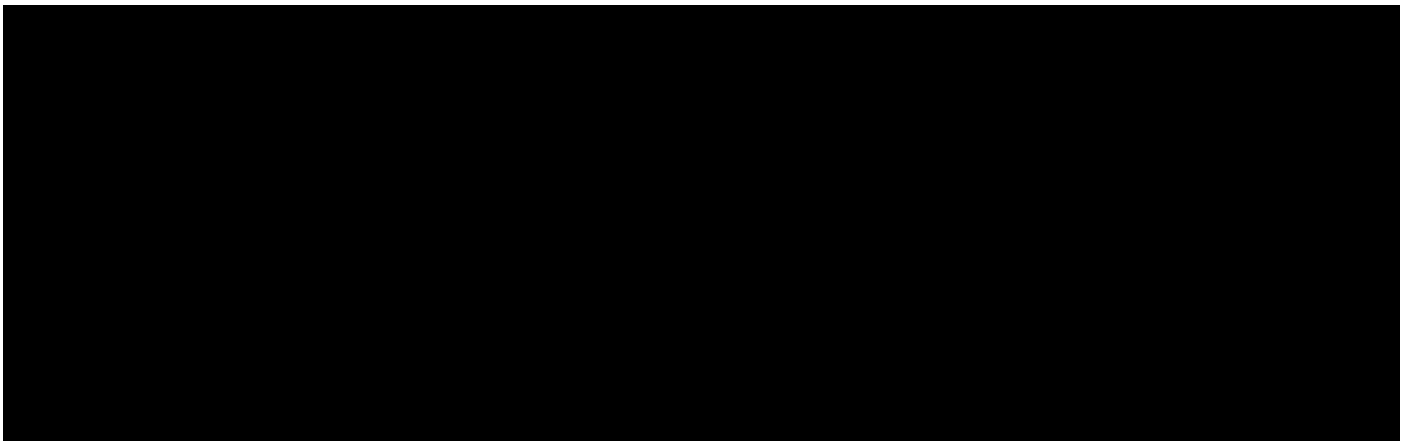


## Our Approach



Deloitte's Enterprise Value Delivery for Application Management Services provides a detailed approach to establishing an application management service delivery operation focused on driving sustained value.

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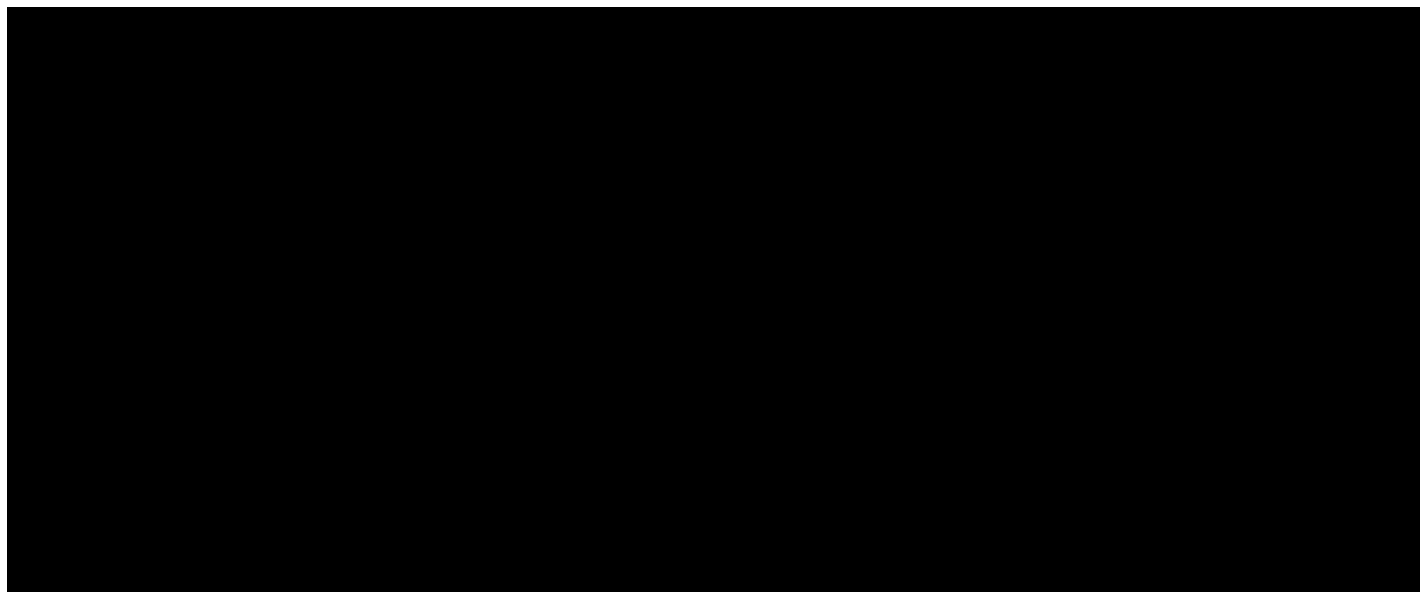
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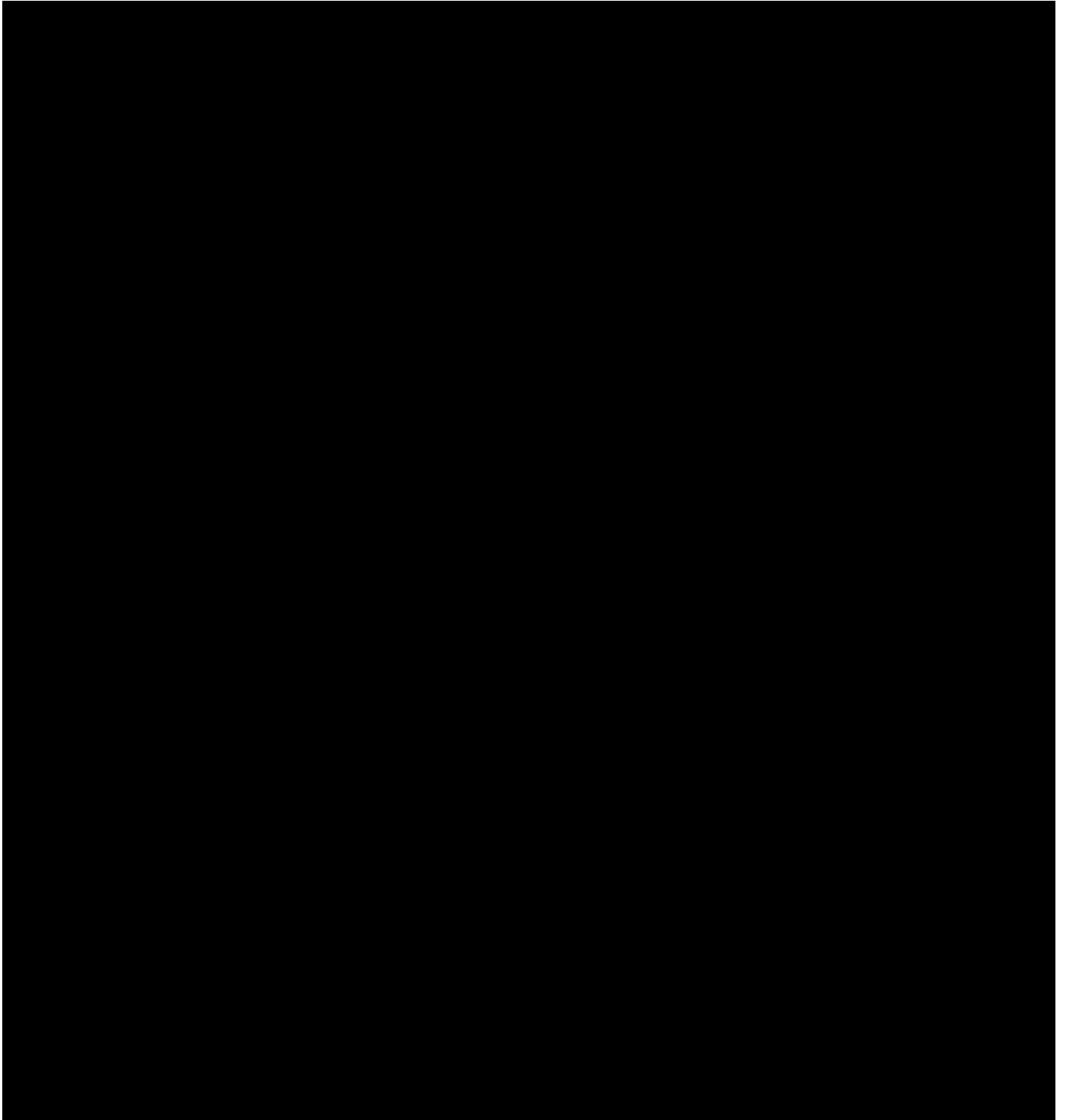
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## System Maintenance Approach

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## 2. Organizational Change Management (OCM) Services

RFP 202102021: Part II – Scope of Services to be Provided, F. Managed Services Requirements, Page No. 40

### 2. Organizational Change Management (OCM) Services– Deloitte

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

Deloitte's Organizational Change Management program enables the smooth transition of an organization from the current state to the future state and drives adoption through behaviors that support success in the future state.

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### 3. Training Services

RFP 202102021: Part II – Scope of Services to be Provided, F. Managed Services Requirements, Page No. 40

#### 3. Training Services– Deloitte

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.

Deloitte team will follow similar training approach for managed services that includes objectives, guiding principles, critical success factors, assumptions, learning approach, training delivery and deployment strategies, roles and responsibilities, timeline, and key milestones [REDACTED] as stated in Section E.7 – Training Services.

### 4. Catalog Support Services

RFP 202102021: Part II – Scope of Services to be Provided, F. Managed Services Requirements, Page No. 40

#### 4. Catalog Support Services– Deloitte

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.

Our Deloitte Team has read and acknowledges the Participating Entity requirements for Catalog services requirements, as part of managed services we will follow the similarly approach for creation/support of the new catalog as mentioned in Section E.3 – Catalog Support Services.

### 5. Help Desk Services

RFP 202102021: Part II – Scope of Services to be Provided, F. Managed Services Requirements, Page No. 40

#### 5. 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.

### Our Approach



Deloitte's proposed Help Desk Operations is 100 percent customer focused and driven.



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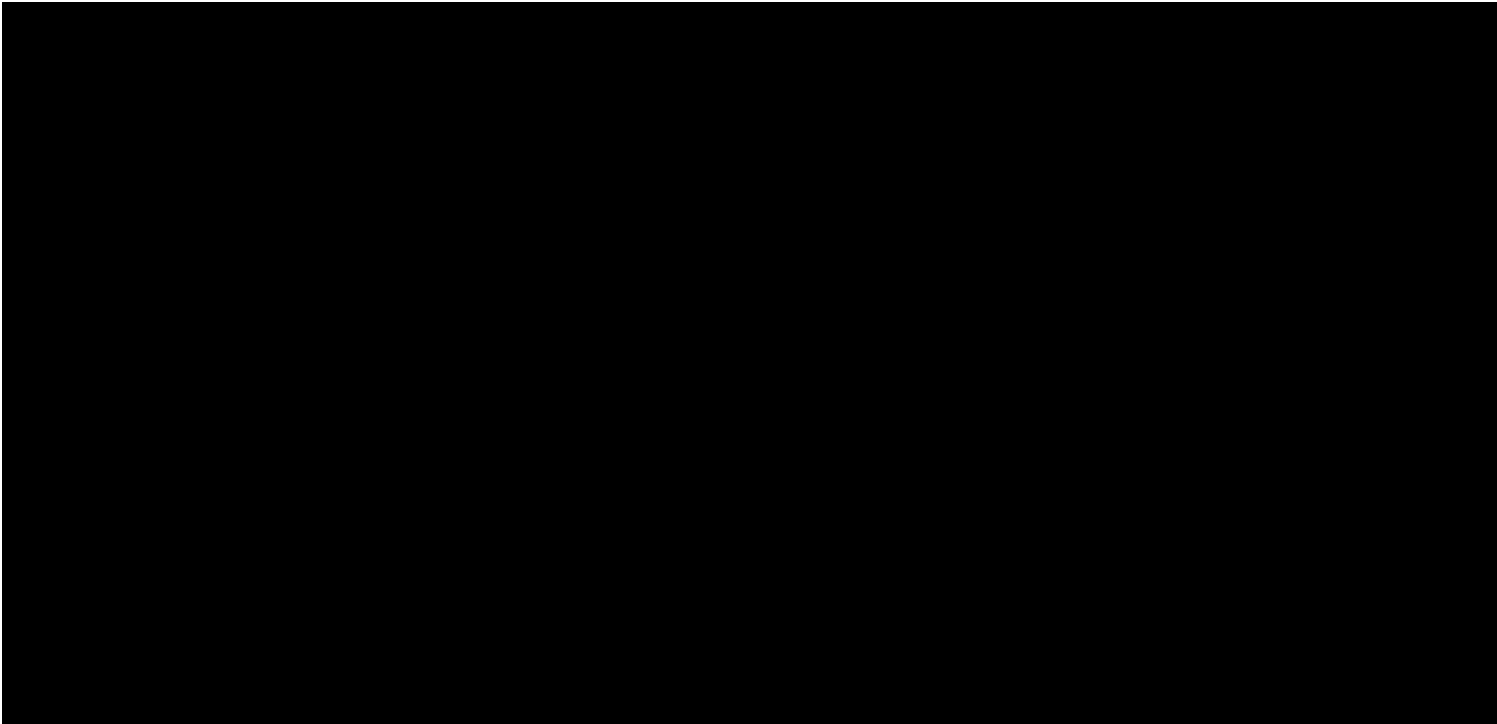
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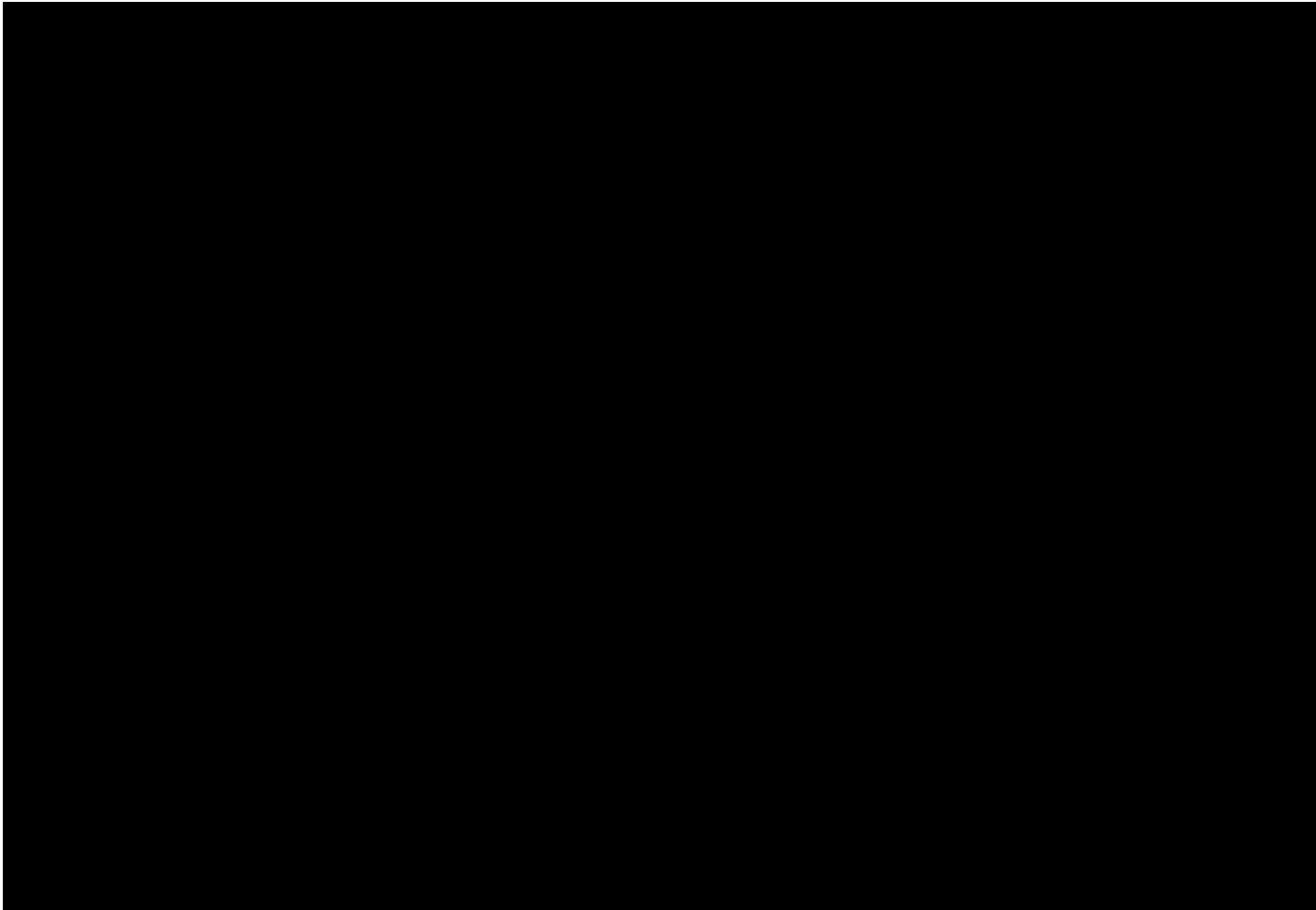
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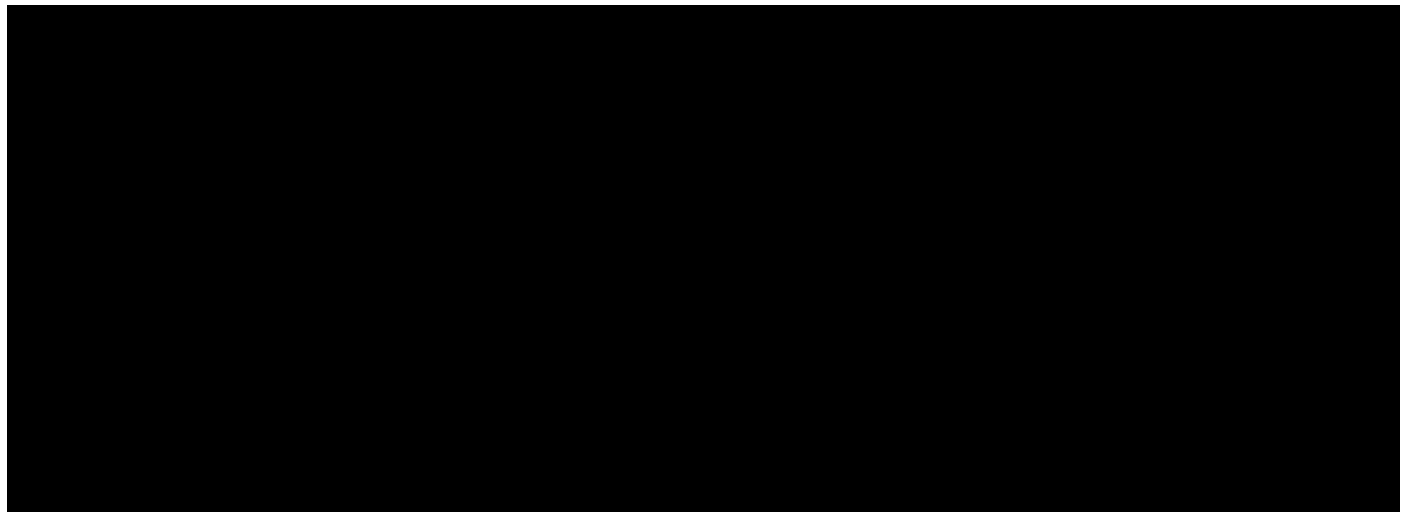
### Operating procedures

Our operating procedure is focused on excellence and exceeds industry standards. [REDACTED] [REDACTED]

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|           | College         | ~55        |
|           | Graduate        | ~60        |
| 30-49     | High School     | ~55        |
|           | College         | ~65        |
|           | Graduate        | ~70        |
| 50-69     | High School     | ~65        |
|           | College         | ~75        |
|           | Graduate        | ~80        |
| 70+       | High School     | ~75        |
|           | College         | ~85        |
|           | Graduate        | ~90        |

This image shows a blank, aged, cream-colored page, likely an endpaper or flyleaf of a book. The paper has a slightly textured appearance with some minor discoloration and faint smudges, characteristic of old paper. The left edge of the page shows the binding of the book, and the overall tone is warm and off-white.



## Performance metrics tracking and reporting

We will work closely with Participating Entity to set and meet performance metrics that reflect an organization's needs and objectives. [REDACTED]

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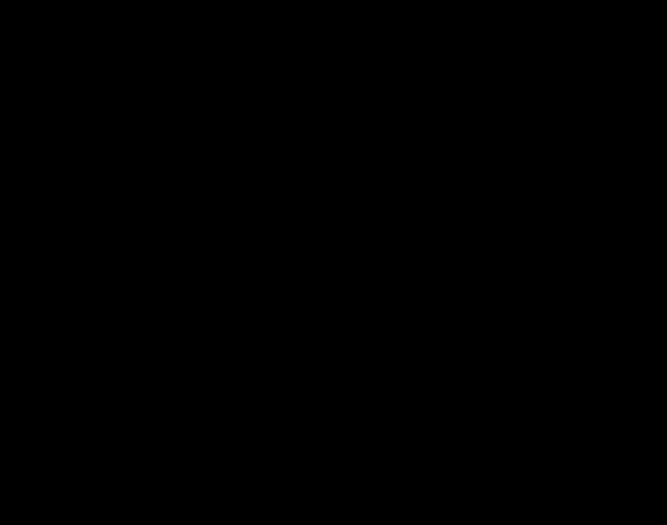
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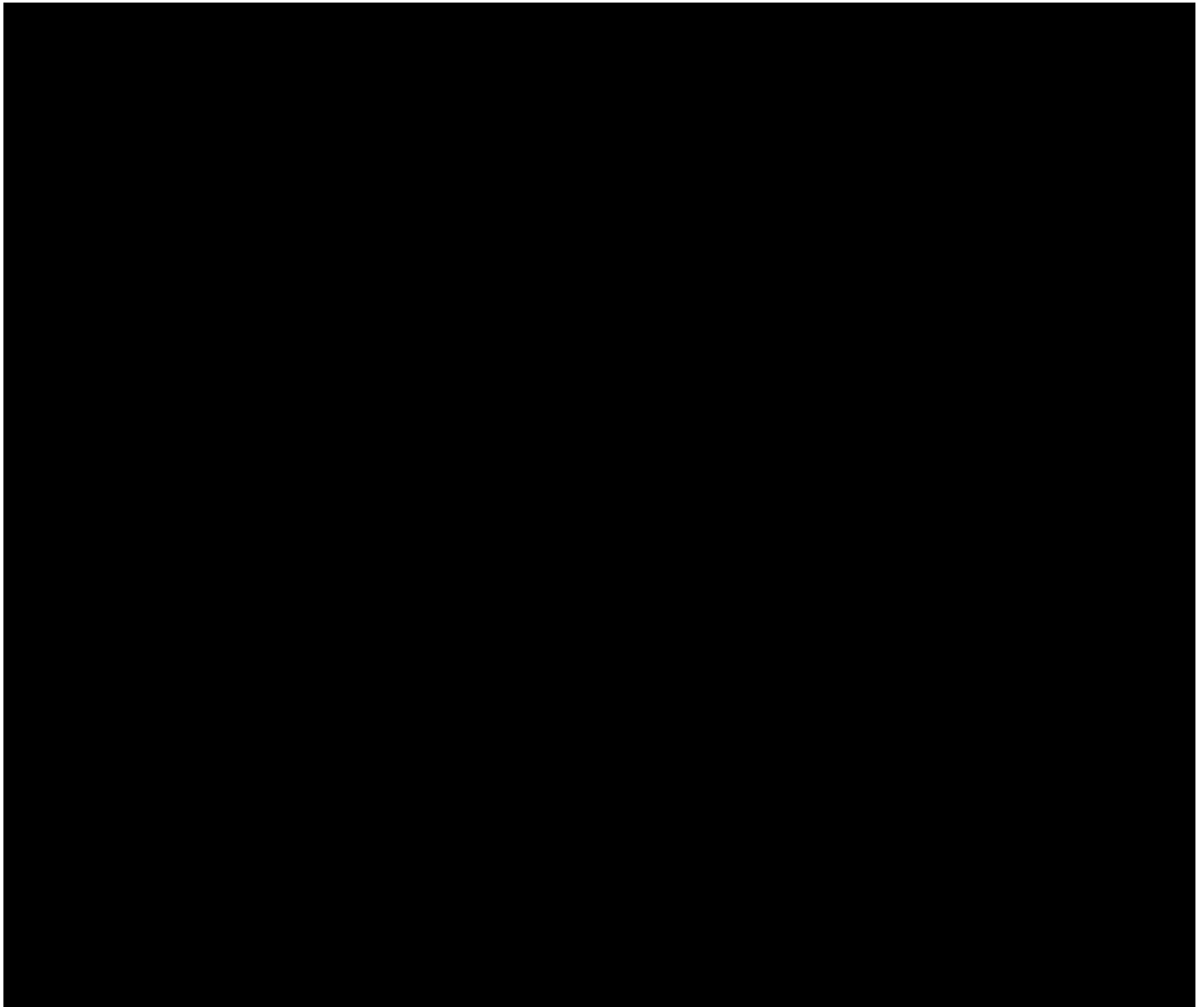
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## 6. Transition Out Assistance Services

RFP 202102021: Part II – Scope of Services to be Provided, F. Managed Services Requirements, Page No. 41

### 6. Transition Out Assistance Services – Deloitte

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.

## Transition Out Approach

Deloitte understands the importance of a clearly defined and well-planned approach to Transition-out. While Deloitte would be honored to provide long-term Workplace Services support to the Participating Entity, we recognize the need to plan for a smooth transition from Deloitte to the Participating Entity or new Participating Entity Provider in the future. We have significant and extensive transition experience, both transitioning in and transitioning out to an incoming Provider. [REDACTED]

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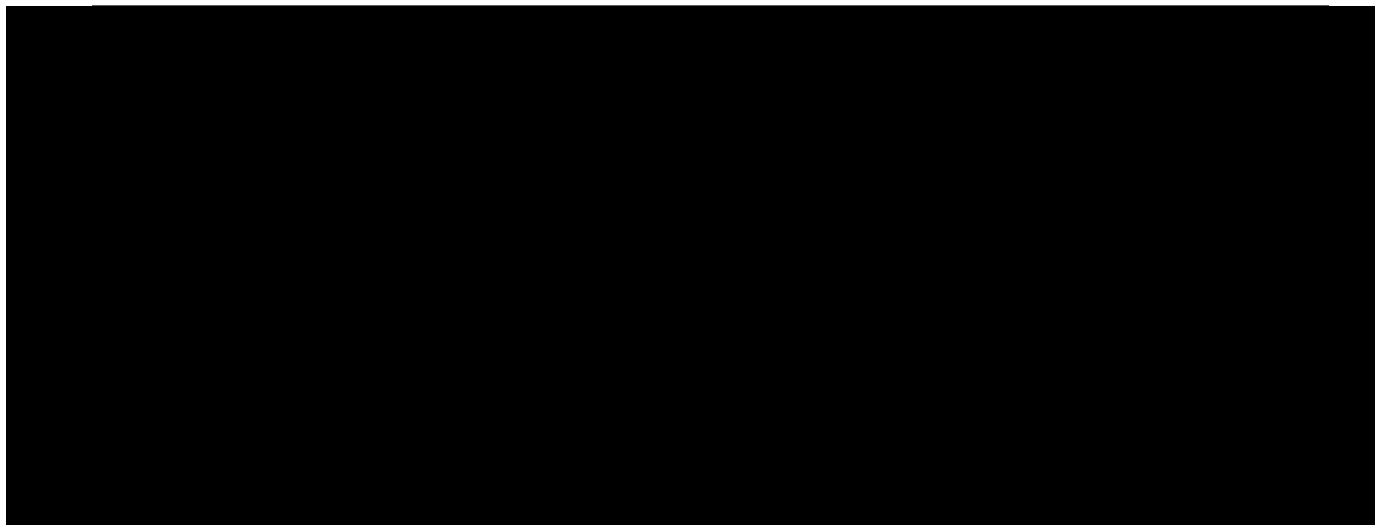
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Figure 151. Items to Document During Transition-out.



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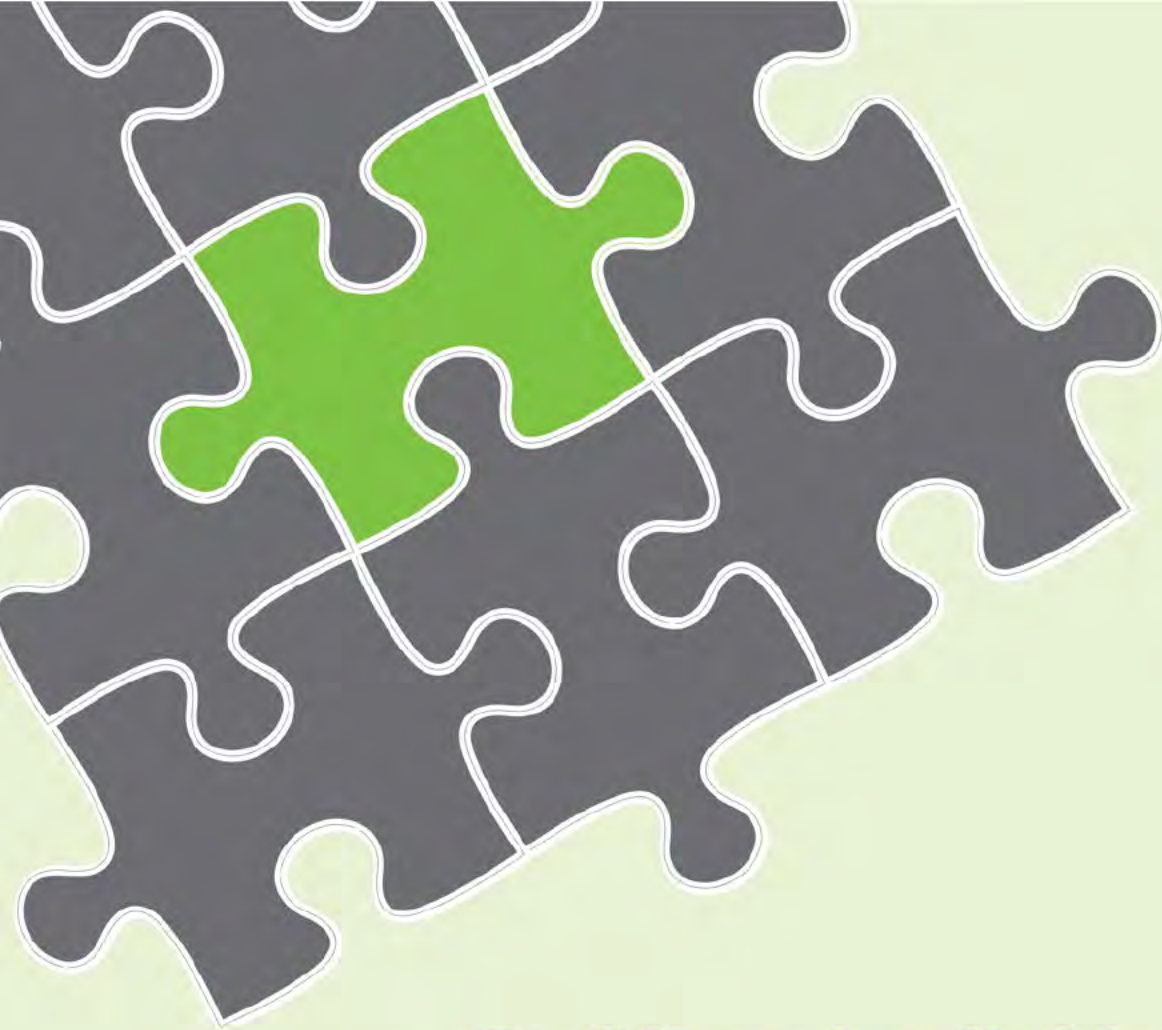
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## **G. Other Available Services**





## G. Other Available Services

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RFP 202102021: Part II – Scope of Services to be Provided, G. Other Available Services, Page No. 41

G. Other Available Services -- DELOITTE/VENDOR

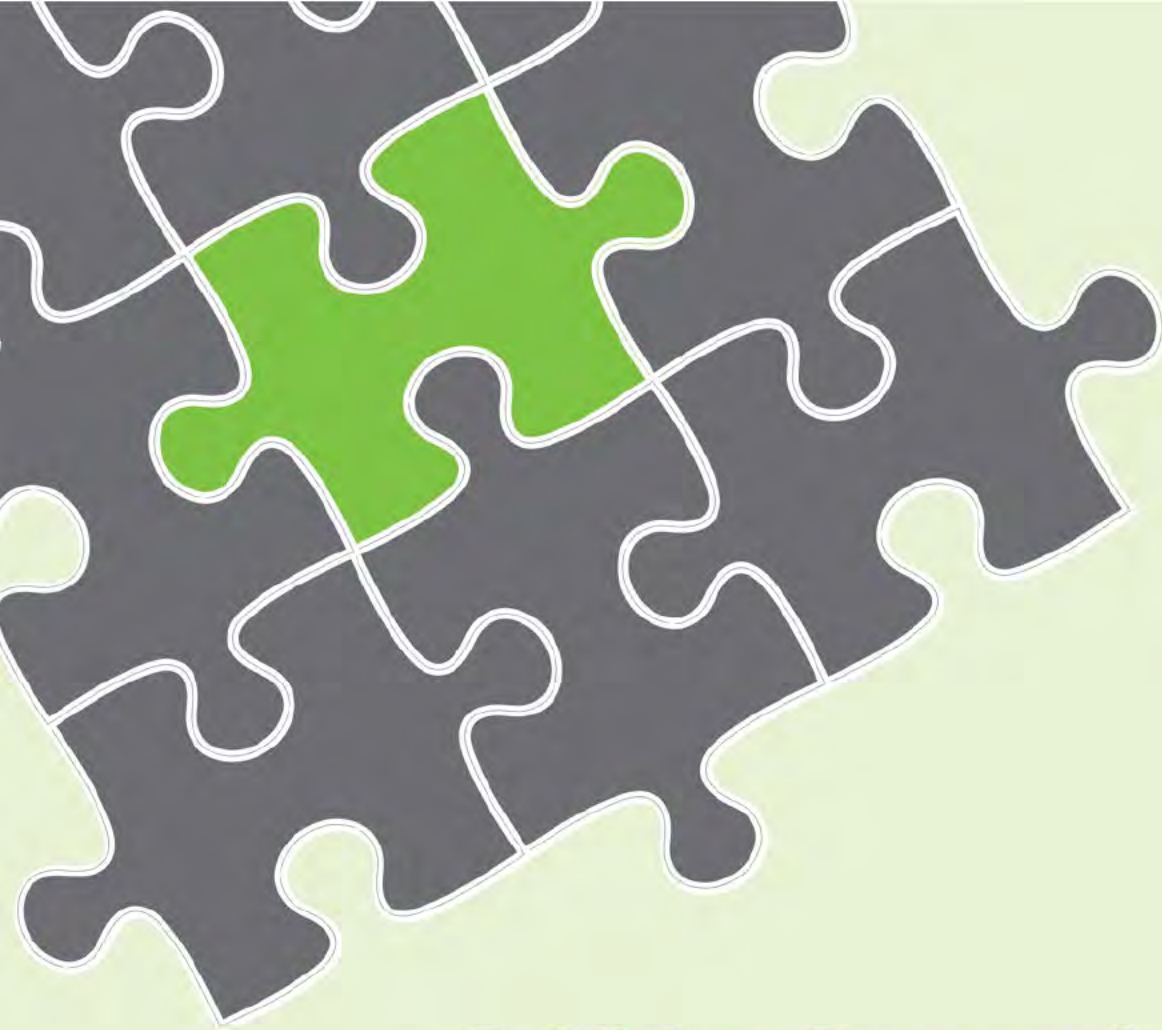
Bidders are to identify and provide details on any additional services that will be available to Participating Entities.

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).

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N/A



## **2. Video Demonstrations**





## 2. Video Demonstrations

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RFP 202102021: Section III – Proposed Solutions and/or Services, 2. Video Demonstrations, Page No. 46

### 2. Video Demonstrations

In their proposal submissions, Bidders are to provide a link to a recorded video demonstration of the product(s)/service(s) they are proposing in their submissions. These demonstrations are to be no more than 45 minutes in length. Video demonstrations should provide evaluators with a supplementary, visual depiction of the content of the Bidder's proposal and demonstrate the real-time functionality/capabilities and features of the Bidders' system/services. Bidders are wholly responsible for ensuring the links provided are working and their videos are accessible to evaluators. Bidders who fail to provide a video recording or whose video recordings cannot be accessed by evaluators may have their scores negatively impacted. In addition to the above, the State reserves the right to request additional live or recorded demonstrations of a product or service as may be necessary to clarify the contents of a specific Bidder's proposal.

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As indicated in the proposal instructions, the link to the Deloitte's recorded Ariba video can be found here:



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