ATTACHMENT I: SCOPE OF SERVICES

H. Optional Project Services

In the event that the Department elects to add Optional Project Services as outlined in VII. Scope of Work, the following section describes the scope and parameters under which those projects will be delivered for the prices contained within Attachment II.

1.0 Convert Florida Commodity Codes to the National Institute of Governmental Purchasing (NIGP) codes

1.1 Description of Respondent’s Understanding of the project requirements

The Department of Management Services seeks to implement a nationally accepted and standardized commodity code system which will allow for enhanced spend analytics and an improved method of managing future code changes. The project will require effort to coordinate the implementation of the necessary system changes, training, and communication components related to this project.

There are several nationally accepted and standardized commodity systems to choose from. The National Institute of Governmental Purchasing (NIGP) maintains a commodity code structure specifically designed for public sector procurement. The United Nations Products and Services Classification (UNSPSC) commodity code structure is maintained by members of the UNSPSC committee and is designed for general procurement use. While NIGP commodity codes are targeted towards public sector procurement, UNSPSC is a standard used by many vendors and includes the codes most vendors provide with their catalogs and punch-out solutions.

Both sets of commodity codes use a hierarchy to make codes easier to search and manage during procurement activities. The hierarchies also allow spend analysis reports to roll up spend data to highest levels or allow users to drill down to the lowest level. Both commodity codes structures have at least four levels, with UNSPSC having a fifth. Accenture has allocated a week at the beginning of the project to review the benefits and challenges of each code set option with key stakeholders from DMS and DFS so the State can make a best value determination for Florida on which code to select.

The first level or “Class” of NIGP is three digits. The next level, “Item”, adds two digits for a total of five. The “Group” level adds two more digits to make the code seven digits and the “Detail” Level adds another two digits for a total of 11. Currently there are 267 Class level codes and over 8,200 Item Level Codes.

The UNSPSC structure increments codes by two digits. The first two are called the “Segment” followed by three more: “Family”, “Class”, and “Commodity”. UNSPSC has a fifth level, “Business Function” bringing the total length of the code to 10. There are 55 codes at the two digit Segment level and over 17,358 codes at the Commodity Level.
The State will need to select a code structure and determine the appropriate level of the code to use. Choosing a level that is too granular will result in significant effort for the State to manage mappings associated with commodity codes like the FLAIR object codes, but enough granularity must exist to provide meaningful analytical spend data.

Once a code is selected, the State will need assistance to roll the new code structure out to impacted systems and deliver key communications and training to users and vendors. The State will also require conversion for Vendor registered codes in the Vendor Information Portal (VIP) and for the approximately 10,000 purchase requisitions that have a hold until date of July 1st.

Finally, the State needs a process to manage and update commodity codes on an annual basis. Codes added by the managing organization (NIGP or UNSPSC) since the last update will be reviewed. If it is determined that the code structure should be updated, the process will move forward with all the steps necessary to implement the updated codes. The code structure should be updated at least every three years. The Department would need to obtain and maintain the appropriate licensing to the selected commodity code system. This would enable MFMP to take advantage of future updates that keep the code up to date with the changes in products and service categories.

1.2 Description of the solution

The conversion of the current commodity codes to a nationally accepted and standardized commodity code system would provide numerous potential benefits to MFMP users and vendors, including enhanced spend analytics, more precise targeting of solicitations to appropriate vendors, and reduced effort for vendors to provide catalogs to the State of Florida.

To support the State with the commodity code structure update, Accenture would support the Department in assessing, selecting, planning, and implementing a nationally accepted and standardized commodity code system in all MFMP applications (e.g., Buyer, Sourcing, Analysis, and VIP). In addition, Accenture will coordinate with other key State solutions so that they can utilize the selected commodity code system.

In Ariba Buyer, users will have access to the new code structure for commodity codes and will be able to navigate through the commodity hierarchy, helping them drill down through the code and simplifying the process and reducing errors when selecting or searching for commodity codes. A new catalog hierarchy structure will be implemented to take advantage of the new commodity code structure which will help end users locate local catalog items.

In Ariba Analysis, reporting users will be able to report on Purchase Order spend by Commodity Code with the ability to start at the highest level of the code and drill down as needed to deeper levels of the code. Vendors will have additional codes to register for in the Vendor Information Portal, making it easier to find codes that match their business. However, historical records will not be converted to the new commodity code structure in Buyer or Analysis.

Based on the number of systems and stakeholders impacted by the commodity code conversion, Accenture recognizes the importance of having comprehensive implementation and communication plans to properly manage the complex change process to minimize disruptions. This includes developing clear job aids and communications to the impacted stakeholders so they understand the cutover process and the benefits of the commodity code conversion. We would also construct the timeline of events for the initiative, explain how their business processes and associated activities will be impacted, and communicate what each impacted party needs to do to support a smooth transition. Providing a central support resource, like the MFMP Help Desk, would enable users to get any extra training or support they need to help reduce the anxiety and effort needed during the transition.
Our proposed approach will be to begin in January 2013 and will implement during the Fiscal Year 2013 year end process, however if the State is not in a position to have a final decision made regarding the contract and functionality by January 2nd then we recommend that the State defer the timeline for implementation during Fiscal Year 2014 as there is no schedule contingency to accommodate delays in the start date. Our comprehensive approach includes planning, design, development, testing, training, and implementation activities. Communication activities will occur throughout the project so that stakeholders are aware of the change, associated business impacts, and prepared for the new commodity code structure.

Please see the proposed Project Plan, Risk and Mitigation Strategies, and Dependencies below:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>If vendors do not confirm their converted commodity codes in VIP, they may not receive notice of agency solicitations.</td>
<td>MFMP will convert vendors from their currently registered codes to a new code from the selected structure. MFMP will communicate with vendors to ensure they are aware of the conversion and how they can review and update their codes in VIP. Reminders will be sent out so that vendors have several opportunities to make any updates to their registered commodity codes before cutover.</td>
</tr>
<tr>
<td>If agencies do not identify approvers required for new commodity codes, requisitions may not be routed properly.</td>
<td>Agencies will be sent their approval flow data for commodity based approval rules based on their existing Buyer setup. In addition, we will provide our suggested crosswalk from the current commodity codes to the new structure. The agency will maintain responsibility and control for assigning the new code structure to their organization’s approval rules. The MFMP Team will send out initial documentation by the end of February and agencies will have until the end of April to complete this task. Completion will be tracked by the MFMP Team and</td>
</tr>
</tbody>
</table>

*Image 1: Project Plan and Key Milestone Dates*
<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>reminders will be sent to agency representatives on a regular basis.</td>
<td>We recommend that agency users utilize training materials provided by the commodity code organization. We will update and/or create job aids to help system users and vendors understand how the new code works and what it means for them. In addition, we will develop and deliver webinars for both agency users and vendors on the new code structure, how it is configured, and how they can utilize it in the system.</td>
</tr>
<tr>
<td>State agency users are accustomed to the existing commodity codes, and a change does present the potential for data quality to be negatively impacted if users do not select the appropriate codes on requisitions.</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Risks and Mitigations

Dependencies
Coordination will be required with DFS for mappings of statewide object codes to new codes. Approximately 50% of MFMP FY12 invoice transactions leverage statewide object codes as opposed to agency specific object codes.

Mass communications to vendors will require coordination with the Southwood Shared Resource Center (SSRC).

Other systems such as DFS FACTS and MarketView will be impacted by the new commodity codes. This effort will require that we work closely with those organizations and that the agency owners for each impacted system have a plan and are ready for cutover.

DMS IT effort will be required for MarketView and VBS changes for new codes received from MFMP vendor data, MFMP purchase orders and all solicitations.

The Department would be responsible for any licensing fees assessed by selected commodity code sources (e.g., NIGP has first-time fee and then annual recurring fee).

Vendors will need to confirm that their converted commodity codes on their VIP registration are accurate since communications around solicitations will be distributed based on the new commodity codes.

Statewide agreement vendors will need to confirm the proposed conversion to the new commodity codes and supply updates to catalogs.

Table 2: Dependencies

1.3 Approach to design development and testing

Plan
Accenture proposes to conduct a workshop with key stakeholders from DMS & DFS to review the NIGP and UNSPSC commodity code structures to determine the best solution for the State of Florida. Accenture will create a presentation that compares both UNSPSC and NIGP to be used for this workshop. We will work with the Department to assess the benefits and challenges of each option, and select the best-fit solution for the State of Florida.
The planning phase must begin on January 7th and a final decision on which code structure to utilize must be made by January 11th in order to complete the commodity code conversion project by fiscal year end 2013. If the decision is delayed it may impact the ability to deliver for end of fiscal year 2013 and should be delayed to coincide with fiscal year end 2014.

During this time we will conduct a project kick off and review the initiative and plan with representatives from each of the agencies.

**Design**

During the design phase Accenture will develop design documents for all impacted MFMP solutions. These will include designs for Ariba Buyer, Sourcing, Analysis, and the Vendor Information Portal. The designs will address any requirements and necessary data object changes, high level conversion approaches (where applicable), and test scenarios.

Accenture will also work with DMS to facilitate commodity code designs for other impacted systems for the State of Florida. Examples of impacted systems include DFS FACTS, Market View, and VBS.

A crosswalk between the existing code structure and new selected structure will be developed and approved by the DMS and DFS key stakeholders. This crosswalk will be a critical component of the project. It will be used as input during development and in communication with the Agencies regarding their MFMP Approval Flows.

**Development**

During the Development phase the Accenture Team will develop the necessary components for the MFMP applications. This may include integration events, scheduled tasks, and data files. Here are some examples of the functionality that will be impacted as part of the commodity code conversion and will require development:

- New commodity codes will need to be marked as goods or services to properly route receipts and invoices in MFMP.
- Using the commodity code map developed during the design phase, a process will be developed to update vendor profiles in VIP. The existing codes selected by vendors will be mapped to new ones. We will then communicate the result of the conversion process to the vendors and they may make changes they deem necessary via the VIP application.
- Depending on the code structure selected, inbound mapping files may be required to map UNSPSC codes (a standard code for many vendors) to NIGP codes in MFMP for punch-out items. Depending on the licensing model selected for NIGP, the NIGP organization can provide a recommended mapping.
- Develop a solution to update the approximately 10,000 Purchase Requisitions delayed to purchase until 7/1 to the new commodity codes during conversion week when the system is down.
- Existing impacted MFMP reports will be updated to reference new commodity codes.
- Code to “freeze” the old commodity codes upon implementation of the new ones will be developed.
- Beginning February 18th agencies will be asked to map their existing commodity based approval rules to the new code structure. They will need to deliver the final updates to their approval flows no later than April 29th in preparation for system testing.
Accenture team will apply the updated approval flows to the training and test environments.

- The team will coordinate with State Term Contract vendors to provide updated local catalogs with new commodity codes. The catalog hierarchy will be updated as well to handle the new structure.

- The team will develop a governance approach and process to address future updates to the selected commodity code system. The update process covers scenarios where new codes are needed or the State’s object codes have been updated. The process design will include high level timelines, key dependencies and tasks.

- The team will utilize the new commodity code structure in Ariba Analysis, allowing spend reporting users the ability to look at PO Spend by the different commodity code levels. Only POs issued after July 1, 2013 will be able to utilize the new commodity code dimension. Historical transactions prior to that date will still use the existing commodity code structure and will not be converted.

**Testing**

The Accenture team will create a test plan to identify testing activities and highlight key dates, roles and responsibilities, as well as test cycle entry and exit criteria.

System testing will consist of three cycles. Each cycle will test changes to the user interface, data loads and impacted integrations between systems. The commodity code data itself will be tested to validate it has been configured properly including: catalog loading and validation, catalog navigation, commodity code searching, commodity based searching, goods/service indicators and object code mapping. The integration testing will confirm that all integrated applications continue to function as designed. Accenture will develop system test conditions and corresponding scripts for the functionality.

The final phase of testing will be the User Acceptance Test (UAT). We will develop a UAT Plan deliverable to describe the business scenarios, approach, stakeholders, and identify representative testers. UAT will consist of 12 testers, two people from four representative agencies, two from DMS, and two from DFS Finance and Accounting.

### 1.4 Implementation Plan

We will develop a high level implementation plan during the design phase that identifies the key activities, dependencies and timelines for the commodity code conversion. This document will evolve during the build and test phases as we get closer to go live.

The MFMP applications will be down in coordination with DFS year-end cutover activities. The MFMP system will be unavailable beginning July 1st and may be down for up to one week in coordination with FLAIR to allow for year-end processing updates, conversions, and application functionality verification.

Systems that cannot be updated before cutover weekend will be converted during the first few weeks, and communications will be issued informing system users and vendors of the changes and the steps they need to take when the system comes back up.

During the cutover timeframe Accenture will load the newly approved commodity codes into all MFMP applications and “freeze” the existing codes so that they are available only for historical transaction reference. All purchase requisitions that have been entered into MFMP with a hold until date of July 1 will be converted to use this new commodity code.
Once the system comes back up communications will be sent out informing users and vendors that the change is complete. The Accenture Team will provide support following conversion to agencies and vendors via the MFMP Help Desk.

1.5 Training Plan
We will implement a training plan that includes webinars, on-line self-paced training, and updated job aids so users and vendors are prepared to maximize their use of the new commodity code structure. The training will utilize training material provided by the selected commodity code organization and add specific components for MFMP users and vendors. Training will be delivered via webinars, which will reinforce the use of available materials, including the selected commodity code organization’s training, and communications.

Four one hour webinars will be conducted prior to implementation. Updated job aids will also be made available for users that cannot attend a webinar or prefer self-paced training. Impacted on-line self-paced training modules will be updated prior to implementation. The MFMP Help Desk will be trained on commodity code conversion and the communications being sent to users and vendors in order to provide support.

1.6 Communication Plan
The communication plan documents the impacted stakeholders and highlights the timing and frequency, communication channels, and the business impacts for each group of stakeholders. The plan will address how we will communicate with vendors regarding the impacts to their current registration record and how the changes will affect the way they conduct business with the State (for example, receipt of bid notifications) and addressing communication and support channels during the conversion and after.

The plan will also highlight how we will coordinate with agencies so they will be able to understand how the changes impact their current approval flows, historical data (purchase orders that were issued prior to the cutover but still “active”), spend analysis and reporting, and tasks required of them for the effort to be successful.

The Department of Financial Services is an important partner in the success of this initiative and we plan to work closely with them to understand and account for F&A impacts. The communication and implementation timelines will consider the impact on the auditing and accounting personnel and the financial business cycle, including any overlapping initiatives DFS may have in process.

1.7 Resource Plan
The level of effort to provide the proposed solution for converting the current commodity codes to a nationally accepted and standardized commodity code system is 1,560 hours and will occur over a 7 month period. The effort will be performed by 2 additional, dedicated resources as well as supported by the operations team. The dedicated team lead will arrive at the beginning of the effort and will remain through delivery, while the 2nd resource will arrive later in the planning phase and support the effort into the testing phase. This includes time for Accenture to complete the tasks as noted previously in our solution description and provide the following list of deliverables.

1.8 List of Deliverables

<table>
<thead>
<tr>
<th>Phase</th>
<th>Deliverable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td>Phase</td>
<td>Deliverable</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
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<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Plan</td>
<td>Workshop Presentation</td>
<td>PowerPoint presentation that highlights and compares the two code structure under consideration (UNSPSC and NIGP) to assess benefits, challenges, and risks of each.</td>
</tr>
<tr>
<td>Plan</td>
<td>Communication Plan</td>
<td>Excel document that defines stakeholders and general communication approach. It will outline key communications, stakeholders, frequency, and channels of communication.</td>
</tr>
<tr>
<td>Plan</td>
<td>Resource Plan</td>
<td>A document that identifies the Accenture team members and their proposed roles and the DMS team members and their roles.</td>
</tr>
<tr>
<td>Design</td>
<td>Functional &amp; Technical Designs</td>
<td>Word documents that explain the changes that must occur to MFMP applications as well as any code mapping schemes.</td>
</tr>
<tr>
<td>Test</td>
<td>Test Plan</td>
<td>Word document that describes the test approach, key dates, stakeholders and entry and exit criteria for each phase.</td>
</tr>
<tr>
<td>Test</td>
<td>Test conditions</td>
<td>List of test conditions for each of the system test phases.</td>
</tr>
<tr>
<td>Test</td>
<td>User Acceptance Plan</td>
<td>Word document that explains the UAT process, the dates, business scenarios, approach, representative testers.</td>
</tr>
<tr>
<td>Training</td>
<td>Training Plan</td>
<td>A Word document that identifies the training to be provided via all channels, with appropriate materials, resources needed, tracking of registration, and mechanism for receiving feedback.</td>
</tr>
<tr>
<td>Training</td>
<td>Job Aids &amp; Webinar Training Materials</td>
<td>Updated training Job Aids for the Help Desk, End Users, and Vendors. Training materials to be used for webinar sessions.</td>
</tr>
<tr>
<td>Training</td>
<td>Updated On-line Training Materials</td>
<td>Updated training materials for on-line training modules.</td>
</tr>
<tr>
<td>Implementation</td>
<td>Implementation Plan</td>
<td>Excel document that lists the high level steps and considerations for implementing the selected code structure.</td>
</tr>
</tbody>
</table>

Upon delivery each of the deliverables must be reviewed by the State Project Manager within five business days and acceptance or reasons for rejection provided to maintain the project schedule.
2.0 Sourcing Roll-Out to State of Florida Agencies

2.1 Description of Respondent’s Understanding of the project requirements

The Department of Management Services seeks to provide a standardized “best in breed” electronic bidding system which will support agency usage across the enterprise and standardized business processes backed by a reliable technology platform. The State has invested significant resources in the Ariba Sourcing technology and the Procurement Process Improvement Program (standardized business processes) and is looking to bring the best of both the technology and the business to the State of Florida.

2.2 Description of the Solution

Accenture recommends beginning the Sourcing Roll-Out Project after the Department of Management Services’ (DMS) current State Purchasing Utilization Initiative is complete, scheduled for the end of FY13 Q3. The initiative will drive the utilization of the Sourcing eQuote functionality and will exposure the agencies to Quick Quote functionality. The project will focus on the enterprise usage of Full Project functionality. It consists of four phases with each phase targeting a different aspect of the roll-out. These phases are logically sequenced to deliver the roll-out in a manner which encourages agency participation and user adoption. Additionally, a wave approach is utilized within some of the phases to target consecutive subsets of agencies so the number of agencies, and associated users, participating at any given time remains manageable.

Phase 1: Kick-Off Project and Conduct Agency Analysis

This phase focuses on getting the project successfully kicked-off by informing relevant stakeholders about the project and configuring the Sourcing application so it is ready for use in training. This phase begins with identifying the core team members from both Accenture and DMS who will lead the project. This core team will then brief leadership at all agencies to provide them with an overview of the project, an understanding of the agency’s role in the project and their expected level of participation, and the support mechanisms available to assist them in the effort. In addition, these briefing sessions will be used to gather some initial high-level information which is relevant to the project such as major upcoming solicitation events.

After the core team brings all agencies up-to-speed on the project, an inventory of all potential users will be created. This inventory will be used to facilitate the configuration of the Sourcing application and assist in scheduling agencies for training. This inventory will be created by sending a short survey to all agencies. The survey would request agencies to provide the names of all potential Sourcing application users as well as their potential role or roles within the Sourcing application. We also recommend the survey request information around upcoming solicitations to support assigning agencies to a training wave. After the survey responses are received the core team will review the agency responses, requesting clarifications and making suggestions as needed. The MFMP team will then configure the application to support potential users and their roles.

The next step in this phase is to work with agencies to understand what customized templates they may require in the Sourcing application. These customized templates support agency specific solicitations and can ultimately reduce the amount of time and customization an agency user must invest for a solicitation event. Accenture recognizes that some level of customization is appropriate and beneficial but in staying aligned with DMS’s goals of efficiency and standardization Accenture recommends that no more than three customized templates per agency be permitted.
The final step in this first phase is to understand which projects are good candidates for each agency to receive in-depth support from the core team during Phase 3. Support for other projects will remain available through standard support channels at the normal operational levels. The core team in this step will review information received during the initial briefing meetings and through the survey. They will then work with each agency to determine the potential project list. The timing of these projects will also help to assign agencies to a training wave so that their projects align well to the training schedule.

**Phase 2: Quick Projects Review and Full Projects Training**

The second phase will begin within a week of the project starting. Since the Accenture MFMP team is already knowledgeable and experienced with the Sourcing application and the State of Florida environment we can immediately begin to develop the Sourcing roll-out training curriculum. The training curriculum and associated materials will be comprised of two components. The first is two days of classroom based training. The classroom training, which makes the assumption that users are familiar with eQuote functionality, will focus on a high-level review of quick projects to emphasize best practices and explain the differences between that and full project functionality while providing comprehensive instruction on full projects, including scenario based training to simulate using the application throughout a solicitation event. The second component is web based training and job aids which are intended to provide users with training and support outside of the classroom instruction.

Next agencies will be assigned to one of three training waves and one of three training sessions within that wave. Agencies will be assigned to a wave and session based on their expected complexity, number of users, and the timing of their solicitations which are good candidates for in-depth support. It is important that agencies are appropriately sequenced using this criteria to provide a high quality of training and subsequent support. We will do our best to accommodate specific agency scheduling challenges but anticipate there will be a limited flexibility in the training schedule.

Classroom training will then be delivered over a period lasting four months. Each training session will consist of a two day classroom seminar. This will be executed for each of the three waves for nine total training sessions. We anticipate about 120 total users of the application meaning each training seminar will have approximately 13 people per session, creating an enhanced learning environment where significant individual attention can be provided. Web based training and job aids will be made available to all agencies during this phase.

**Phase 3: Sourcing Projects Support**

The first step in this phase is to confirm the projects which will receive in-depth support. This will be accomplished by working with agency and procurement leadership and utilizing the potential project list which was developed in Phase 1. This project selection confirmation will occur during the month in which an agency is participating in classroom training. The intent of this approach is that an agency can begin utilizing the Sourcing application on a selected project shortly after training has been completed so users retain the information learned during the classroom session.

Similar to the training delivery, in-depth support will be provided to agencies in waves. An agency’s in-depth support will begin upon completion of their users participating in training and extend for six months. This in-depth support will be provided for up to five Quick Projects and three Full Projects per agency. The in-depth support will include activities such as participating in relevant solicitation meetings, assisting users with the application’s functionality, and providing insights on how to make the most effective use of the application. While we do expect a number of projects will be started and completed during this six month in-depth support
window, we do recognize that some complex projects will extend beyond this window. A Wave Wrap-Up report will be provided to DMS by the MFMP Sourcing Support Lead so appropriate operational support can be transitioned to agencies once the in-depth support window has ended. It is also important to note most of the intensive work with the application occurs at the start of the solicitation process which is why we’ve structured the support approach in this manner.

Phase 4: Knowledge Projects Training
The final phase of the Sourcing Roll-Out project is a two month effort to develop web based training and job aids which support users in successfully using Knowledge Projects. Knowledge Projects is advanced functionality within the sourcing application which requires information from past solicitations to be available. Therefore, it is anticipated that the agency and user base for this functionality will be significantly smaller than Quick Projects and Full Projects.

This phase has two parts. The first step is to develop the training over a four to six week period. The web based training and job aids focus on informing advanced users of Full Projects how to use the Knowledge Projects effectively. The second phase is to make the developed training and job aids available to end users. We will utilize targeted communications and established distribution channels to make users aware they are available and easy to access.

Please see the proposed Project Plan, Risk and Mitigation Strategies, and Dependencies below:

Image 2: Project Plan and Key Milestone Dates
In total the Sourcing Roll-Out Project is expected to last 12 months from kick-off, through training, and concluding with in-depth support. The work plan (see attachment) for this project describes key steps, intended outcomes, deliverables, participants, and timelines.

The major overarching risk and dependency for this project is agency and leadership participation. This project will involve every agency and require participation of numerous people within each agency. This coupled with an aggressive, but reasonable, schedule means agencies must be supported by their leadership, DMS leadership, and statewide leadership so they can participate as needed and at the appropriate times.
Lack of executive support to drive change management. This success of this initiative is very much based on each agency’s willingness and desire to participate. There is not an executive mandate in place. To foster agency desire the Accenture team will place a heavy emphasis on the ROI of electronic bidding and the proposed solution. There will be a tremendous focus on communication, training, and change management.

Lack of ongoing bid opportunities the agencies could use to complete training of new processes. Accenture will request for each of the agencies to submit upcoming bid opportunities after the kick off meeting. We will use the results to help organize and appropriately assign each agency to the waves so that they will have maximum exposure and support for their bids. We will provide guidance so that the agencies can have support for both quick project and full project functionality during the rollout and address commodities and services sourcing.

**Table 3: Risks and Mitigations**

### Dependencies

- A crucial component in successful change management is executive sponsorship and championing. The Accenture team will work with the Department to define the deployment order of agencies.

- It is advised that waves are assigned based on agency executive sponsorship of the deployment and analysis of an agency’s current Vendor Bid System activity.

- Ongoing bid opportunities are required in order for each agency to utilize the new tools throughout each solicitation.

- We assume that the State Purchasing pilot / transition to Sourcing 3.0 is complete as of the end of the third quarter of FY13, and can immediately begin working with Wave 1 agencies to implement Full Project functionality.

**Table 4: Dependencies**

### 2.3 Approach to design, development, and testing

**Plan**

During the planning phase we will conduct a kick-off with representatives from all of the agencies and review the initiative and plan. As a follow-up to that meeting we will distribute surveys to begin gathering information in preparation of the Wave 1 activities. Agencies will be asked to provide user information, upcoming bid information, and template definitions. Accenture will use this information to prepare for the training and rollout activities.

**Design**

During the design phase we will confirm template definitions and requirements. Each agency will be permitted 3 unique (agency specific) templates to meet their various solicitation needs. Accenture will also work to set up the users with the permissions identified by each of the agencies for the various waves.
Development
During the Development phase the Accenture Team will develop the necessary components for the agency specific templates.

Testing
Full regression testing will be executed prior to the new or updated templates being migrated to the production environment. The agency users will have access to the Sourcing training environment to confirm changes and test functionality of the application.

2.4 Implementation Plan
We will develop an implementation plan during the planning phase that identifies the key activities, dependencies and timelines for each wave to on-board. This document may evolve during the first wave.

2.5 Training Plan
We will implement a training plan that includes webinars, on-line self-paced training, updated job aids, classroom led training, and office support hours. The training effort will be substantial and the Chief Learning Officer will be closely aligned to this effort. It will be his responsibility to oversee the production of materials and the alignment of those materials with the Department’s strategic plan. In addition, he will be available to support the actual delivery of training materials. The existing materials for Sourcing activities (on-line modules, job aids) will be updated to enhance and support the roll-out effort. This effort will begin immediately with the kick-off of the project.

During the planning phase the team will prepare the webinar and classroom materials. Over the course of the roll-out nine one hour webinars will be conducted (3 for each wave). In addition, Accenture will define the classroom training sessions. There will be 3 2-day training sessions during each wave. These classroom sessions will be all day, instructor led, hands on training courses. Accenture will distribute surveys to measure the success of the training and look for feedback to improve future sessions at the conclusion of each class.

The MFMP Help Desk and Vendor and Sourcing team will be trained as well to support adoption efforts and they will be involved with communications being sent to users and vendors in order to provide support.

2.6 Communication Plan
The communication plan documents the impacted stakeholders and highlights the timing and frequency, communication channels, and the business impacts for each group of stakeholders. The plan will address how we will communicate with vendors regarding use of Sourcing and the impacts to their current registration record and how the changes will affect the way they conduct business with the State (stressing the importance for vendors to be registered with MFMP and with Sourcing).

The plan will also highlight how we will coordinate with agencies so they will be able to understand how the changes impact their current contracting processes, tasks required of them for the effort to be successful, and what support mechanisms are in place to help them during and after the transition.

The Department of Financial Services is an important partner in the success of this initiative and we plan to work closely with them to understand any impacts with their initiatives or proposed legislation (such as FACTS future changes etc.).
2.7 Resource Plan

The level of effort to provide the proposed solution for enterprise wide Sourcing full project functionality is 5,440 hours. We would staff a manager to oversee the effort and 3 dedicated resources. Each of these resources would join and support a specific wave of functionality, so there would be a waved roll on and roll off approach. Our proposed team will have sourcing experience. The effort would be completed during a full 12 month period. This includes time for Accenture to complete the tasks as noted previously in our solution description and provide the following list of deliverables.

2.8 List of Deliverables

<table>
<thead>
<tr>
<th>Phase</th>
<th>Deliverable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 - Plan</td>
<td>Kick-off Presentation</td>
<td>PowerPoint presentation that Accenture will use with agency representatives to explain the project, timeline, benefits, ROI for leveraging Sourcing functionality, initiative communication and training. Surveys will be distributed after the kick-off to gather user and bid information.</td>
</tr>
<tr>
<td>Phase 1 - Plan</td>
<td>Resource Plan</td>
<td>A document that identifies the Accenture team members and their proposed roles and the DMS team members and their roles.</td>
</tr>
<tr>
<td>Phase 1 - Plan</td>
<td>Training Plan</td>
<td>A Word document that identifies the training to be provided via all channels, with appropriate materials, resources needed, tracking of registration, and mechanism for receiving feedback.</td>
</tr>
<tr>
<td>Phase 1 - Plan</td>
<td>Communication Plan</td>
<td>Excel document that defines stakeholders and general communication approach. It will outline key communications, stakeholders, frequency, and channels of communication.</td>
</tr>
<tr>
<td>Phase 1 - Plan</td>
<td>Wave Implementation Plan</td>
<td>Defines each agency to a wave and sets their training dates, aligning bid opportunities to training and support effort.</td>
</tr>
<tr>
<td>Phase 1 - Plan</td>
<td>Agency Specific Templates</td>
<td>After working with each of the agencies Accenture will develop designs for up to 3 agency specific templates.</td>
</tr>
<tr>
<td>Phase 2 - Training</td>
<td>Job Aids</td>
<td>Updated training Job Aids for the Help Desk and End Users (and vendors if applicable)</td>
</tr>
<tr>
<td>Phase 2 - Training</td>
<td>Classroom Training</td>
<td>Training material to be used for the 2 day instructor led classroom training.</td>
</tr>
<tr>
<td>Phase 2 - Training</td>
<td>Online Sourcing Training</td>
<td>Updated online training materials for Sourcing full project functionality.</td>
</tr>
<tr>
<td>Phase 3 – Support</td>
<td>Wave Wrap-Up Reports</td>
<td>Report explaining the status and transition for the close of each wave’s agency participants.</td>
</tr>
</tbody>
</table>

Upon delivery, each of the deliverables must be reviewed by the State Project Manager within five business days and acceptance or reasons for rejection provided to maintain the project schedule.
2.9 Assumptions

Accenture has made the following assumptions for this project. Changes to these assumptions could impact project timelines and/or required resources:

- In-depth agency support will be limited to five (5) quick projects and three (3) full projects per agency
- In-depth agency support be provided for the six months following an agency participating in classroom based training
- Customized templates will not exceed three (3) per agency
3.0 Automate the Workflow between Ariba Buyer and Ariba Sourcing Applications

3.1 Description of Respondent’s Understanding of the project requirements
The Department of Management Services seeks to automate the requisition process when MFMP customers leverage the Sourcing eQuote functionality. This automation will streamline the quote-to-buy process and provides the opportunity to increase eQuote usage within the MFMP application suite. This solution will have an impact on agency purchasing personnel as well as the Department of Financial Services auditors and will require close coordination and frequent communications with these key stakeholders.

3.2 Description of the solution
To achieve the State’s desire to streamline the quote-to-buy process, Accenture proposes to leverage Ariba’s 9r1 Spot Sourcing Field Release Functionality. This will still require configuration and customization of both the MFMP Sourcing and Buyer applications to enable Sourcing eQuotes to automatically populate requisitions within MFMP Buyer. This functionality will be provided to a user’s profile via the assignment of a specific group.

Accenture’s proposed solution does not require any additional tools or technologies, only customizations to the two existing MFMP Sourcing and Buyer applications. A new user Group would be created within the Buyer application which would ultimately grant customer access to the Sourcing application. The new Sourcing Group within Buyer will determine if the customer has visibility to the eQuote link within Buyer. This customization will also alter the current user administration approach for Sourcing and will require non-vendor users to have a Buyer account. DFS auditors will be added to an eQuote audit group within both Buyer and Sourcing to enable full visibility to eQuotes for audit purposes.

The Buyer customer, with the appropriate Group permission, would complete the following steps to integrate eQuote into the current MFMP Buyer requisition process.

- **Step 1:** MFMP customer initiates a requisition within the MFMP Buyer application
- **Step 2:** MFMP customer adds non-catalog line items to the requisition with line item details
- **Step 3:** MFMP customer launches the MFMP Sourcing application by clicking the Create Integrated Project hyperlink on the requisition header
*this is a sample screenshot from Ariba and may contain functionality not pertinent to MFMP*

The following requisition data elements may be transferred to the Sourcing eQuote:

- On Behalf Of (Requester)
- Ship-To Address
- Need-by Date
- FOB Code
- Comments
- Full description (line level)
- Quantity (line level)
- Price (line level)

- Attachments originating in the MFMP Sourcing application will not be transferred into the MFMP Buyer application. However, the attachments will remain accessible and viewable within the Sourcing application.

- Attachments originating in the MFMP Buyer application will not be transferred into the MFMP Sourcing application. However, the attachments will remain accessible and viewable within the Buyer application.

**Step 4:** The MFMP customer then authenticates into the MFMP Sourcing application by entering their Sourcing username/password and is automatically directed to the Create Sourcing Project page with the “eQuote” event type preselected.

**Step 5:** A Sourcing eQuote (quick project) will be created with data from the original requisition created in the MFMP Buyer application.
**Step 6:** A link to the Sourcing eQuote will then be created within the MFMP Buyer application that will direct the user to the related Sourcing eQuote.

*This is a sample screenshot from Ariba and may contain functionality not pertinent to MFMP*

**Step 7:** Upon completion of the Sourcing eQuote, the relevant procurement information such as On Behalf Of (Requester), Ship-To Address, Need-by Date, FOB Code, Comments, Full description, line level), Quantity (line level), Price (line level) price and vendor is then loaded into the associated requisition in the MFMP Buyer application.

*This is a sample screenshot from Ariba and may contain functionality not pertinent to MFMP*
Step 8: The requisition can then be submitted for approval using the established workflow for each agency. The DFS audit group will have visibility to eQuote within the Sourcing tool for audit purposes.

Please see the proposed Project Plan, Risk and Mitigation Strategies, and Dependencies below:

Image 3: Project Plan and Key Milestone Dates

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>The proposed customizations to both MFMP Sourcing and Buyer applications are complex, which further complicates the configuration and future upgrade of the two applications.</td>
<td>The MFMP Application Team will analyze potential impacts and risks of upgrading/patching the related Buyer and Sourcing components during future upgrade initiatives.</td>
</tr>
</tbody>
</table>
Table 5: Risks and Mitigations

Dependencies

Encumbered requisitions in MFMP Buyer must be associated to a single vendor per our FLAIR interface requirements; therefore an eQuote that is awarded to multiple vendors could not be added to a requisition and encumbered.

MFMP Buyer was designed not to handle a split award of a single line item across multiple vendors, therefore MFMP customers would not be able to split a single line item in eQuote across multiple vendors and have it automatically populate the requisition in MFMP Buyer.

Vendors will be required to register in VIP to receive eQuotes (interface between VIP and Sourcing currently exists to synchronize vendor data).

The proposed approach includes functionality that is not available with Sourcing on-demand (Cloud). If the State chooses to implement Improvement Project #10: Cloud Sourcing for Statewide Sourcing, Ariba offers collaborative requisitioning for spot sourcing by leveraging Ariba Procurement Content (APC) (see Improvement Project # 2: Provide a Public Facing Catalog Solution for additional information related to APC).

Customers must have both a Buyer and a Sourcing account in order to leverage this functionality.

Table 6: Dependencies

3.3 Approach to design development and testing

Plan
Accenture proposes to conduct requirements confirmation meetings with DMS stakeholders to finalize the specific requirement details of this initiative by January 11th, 2013.

Design
During the design phase the MFMP team will develop design documents which cover both Buyer and Sourcing and the new integration points between the two. The designs will address specific fields to be included, group permissions/visibility, auditing, email functionality and test scenarios. A high level implementation plan will also be created during this phase.

Development
During the development phase the MFMP Team will develop the necessary components for the MFMP applications. This will include new integration points between Sourcing and Buyer. It will also include customizations to the requisition functionality within Buyer. Group permission functionality will also be customized in both Sourcing and Buyer to grant specific eQuote visibility to the appropriate users.

Testing
The Accenture team will create a test plan to identify testing activities and highlight key dates, roles and responsibilities, as well as test cycle entry and exit criteria.

The testing phase will include detailed peer reviews of all code modifications. The testing phase will also include comprehensive unit-level testing of both Buyer and Sourcing. Full regression
testing will be executed to verify both the new functionality as well as existing functionality of both Buyer and Sourcing.

The final phase of testing will be the User Acceptance Test (UAT). We will develop a UAT Plan deliverable to describe the business scenarios, approach, stakeholders, and identify representative testers. UAT will consist of 8 testers, six people from four representative agencies, one from DMS, and one from the DFS Audit group.

3.4 Implementation Plan
The MFMP team will develop a high level implementation plan during the design phase that identifies the key activities, dependencies and timelines for the Buyer to Sourcing automation initiative. This document will be updated, as necessary, during the build and test phases.

Implementation will be planned for the end of April, assuming a January 2nd start date. If the initiative is delayed and does not start in early January the team will need to work with DMS to evaluate risks and opportunities for implementation balanced against year-end close and any other initiatives that are in progress. The Buyer and Sourcing applications will need to be shut down during an off hours maintenance window on the night of go-live (e.g. 7:00 PM to midnight) to facilitate the code migration necessary to activate the new automation functionality.

An agency communication will be sent out at the completion of the implementation announcing activation of the new Buyer to Sourcing automation functionality.

3.5 Training Plan
The MFMP team will implement a training plan that includes updated and new (if applicable) job aids for MFMP purchasers interested in utilizing the new Buyer to Sourcing automation functionality. The documents will include detailed steps on how to create the appropriate requisition, which fields will transfer to/from Sourcing and Buyer, and direct references on how to use the eQuote functionality within Sourcing.

Two one hour webinars will be conducted prior to implementation. Self-paced training will also be made available for users that could not attend a webinar or prefer self-paced training. The MFMP Help Desk will be trained on the new Buyer to Sourcing automation functionality and the communications being sent to users and vendors in order to provide support.

3.6 Communication Plan
The communication plan documents the impacted stakeholders and highlights the timing, the communication channels, frequency, and the business impacts for each group of stakeholders. The plan will address how we will communicate with agency customers regarding the new automated functionality and how best to leverage it within their organization. The plan will include communication outreach to DFS auditor group that may need to adjust their internal auditing processes, including accessing Sourcing, as a result of this new feature.

The communication should also include a marketing effort to the active, registered vendors who are not registered as Sourcing vendors at the start of the initiative. The team proposes to send messages encouraging vendors to register for Sourcing solicitations as well, as a means of increasing potential opportunities for business.

3.7 Resource Plan
To complete the proposed customizations of MFMP Sourcing and Buyer applications, will take 640 hours and 4 months of dedicated time. We will bring a dedicated senior developer resource
onto the team to focus on this initiative and it will also be supported by the operations team, where applicable. This includes time for Accenture to do the tasks as noted previously in our solution description and provide the following list of deliverables.

### 3.8 List of Deliverables

<table>
<thead>
<tr>
<th>Phase</th>
<th>Deliverable</th>
<th>Description</th>
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<td>Plan</td>
<td>Resource Plan</td>
<td>A document that identifies the Accenture team members and their proposed roles and the DMS team members and their roles.</td>
</tr>
<tr>
<td>Design</td>
<td>Functional &amp; Technical Design</td>
<td>Word document that includes the requirements, configuration and customizations needed to meet the stated requirements.</td>
</tr>
<tr>
<td></td>
<td>Document</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Communication Plan</td>
<td>Excel document that defines stakeholders and general communication approach. It will outline key communications, stakeholders, frequency, and channels of communication.</td>
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<tr>
<td>Test</td>
<td>User Acceptance Plan</td>
<td>Word document that explains the UAT process, the dates, business scenarios, approach, representative testers.</td>
</tr>
<tr>
<td>Implementation</td>
<td>Implementation Plan</td>
<td>Excel document that lists the high level steps and considerations for implementing the code change.</td>
</tr>
<tr>
<td>Training</td>
<td>Training Plan</td>
<td>A Word document that identifies the training to be provided via all channels, with appropriate materials, resources needed, tracking of registration, and mechanism for receiving feedback.</td>
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<tr>
<td>Training</td>
<td>Job Aids</td>
<td>Updated training Job Aids for the Help Desk, End Users, and Vendors.</td>
</tr>
<tr>
<td>Training</td>
<td>Training Material</td>
<td>Training material to be used for webinars to train users on Sourcing and Buyer integration for eQuote.</td>
</tr>
</tbody>
</table>

Upon delivery, each of the deliverables must be reviewed by the State Project Manager within five business days and acceptance or reasons for rejection provided to maintain the project schedule.