OE RESOURCE REQUEST APPLICATION

University of California, Berkeley

I. SPONSORSHIP

A. Initiative

Initiative	Procurement- BearBuy		
Initiative Manager	Heidi Hoffman, Jim Hine		
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C. Sponsorship

Sponsor Name	**Ron Coley , Associate Vice Chancellor Business and Administrative Services**		
Sponsor Signature		Date	
Sponsor Name	**Mark Schlissel, Dean, Division of Biological Sciences** **Dennis Levi, Dean, School of Optometry**		
Sponsor Signature		Date	
OE Program Office Signature		Date	

D. Give the title of the resource

The Bear Buy Project

II. PROBLEM STATEMENT/CASE FOR CHANGE

A. Identify and describe what needs the proposed solution is seeking to address.

BearBuy is an essential enabler of our overall procurement vision which is:
To reduce the time and money that departments currently spend on procuring goods and services, so that academic units may devote more time and money to research and teaching and non-academic units can more efficiently and economically support our academic activities .

In conjunction with our collaboration with UCSF, BearBuy provides the infrastructure needed to help realize the benefits of the strategic sourcing efforts (e.g., OE efforts around MRO, Life Sciences, catering, IT, food and beverage, which are now transitioning to the sourcing and procurement line organization).
The key problems that BearBuy is targeting are:

1. End users currently spend too much time and effort procuring goods and services with current procurement systems infrastructure and processes.
2. Substantial spend occurs outside the system, going to non preferred vendors and/or at higher than negotiated pricing resulting in substantial lost savings.

3. Substantial central resources (AP, Purchasing) are expended supporting the current systems, and in working around its limitations (e.g., workarounds, convoluted data sets for analytics).

B. Describe the solution that is being proposed to meet the identified need(s).

UC Berkeley will implement the Bear Buy system built on the SciQuest full suite e-procurement platform, integrated to the existing UCB 9.0 Peoplesoft Financial system. SciQuest is a Software as a Solution platform, hosted by Sciquest. Full suite consists of several modules including:

- Spend Director: front end catalog piece, generates shopping cart
- Requisition Manager: turns shopping cart into an order request with the UCB required financial information, then routes order for approval
- Order Manager: Turns requisition into Purchase Order, dispatches to supplier
- Settlement Manager: Receives electronic invoices from suppliers, executes matching, sends to PSFT for payment dispatch
- Contract Manager: manages supplier contract terms and conditions

SciQuest is the leading provider of e-procurement systems to Higher Education and research with close to 100 campuses and clients, including 5 of the 10 UC campuses. BearBuy will provide:

- A single, easy to use online procurement system available to users campus wide.
- A system that will save the campus money by helping channel purchases to vendor contracts, but that also offers choices to shoppers.
- A system that serves the needs of individual purchasers, academic and non-academic departments, and central administrative offices.
- A new purchasing workflow that's easier to use and more efficient than the current process to save money and staff time, while also significantly reducing risk of non-compliance and diminishing frustration.

The project is being implemented simultaneously with UCSF, with joint program management and project teams. It provides the IT and process infrastructure which will help enable the broader UCB + UCSF Collaborative Procurement Center of Excellence.

We will also be enabling and integrating the Oracle Business Intelligence/Spend Analyzer solutions to enhance end user and central unit dashboards, analysis and reporting which will drive strategic sourcing priorities and identify departmental performance issues.

Project mission statement is Exhibit 1.

C. Describe the alternate approaches you evaluated in the process of developing this proposal and why those alternatives were not selected.

Two options were evaluated:

1) Continue on current path with the "Sandwich Model" of BFS and SciQuest Spend Director module: was a hybrid solution that required users to work in two systems- SciQuest and Peoplesoft. System was clunky, user unfriendly and error prone, resulting in many users resorting to blucard or reimbursements for procurement.
2) Move to "Full Suite" SciQuest implementing Spend Director, Requisition Manager, Order Manager, Contract Manager and Settlement Manager modules. System will enables users to work only in one user friendly systems (SciQuest) for virtually all types of procurements

The two models were evaluated against a set of key criteria and pain points as outlined in chart

below. By a considerable margin, the Full Suite solution was the preferred approach.

Criteria/Pain points	Import.	Relative Impact	
		Sandwich	Full Suite
Adoption/Usage	**(3= high)**	**(3= high)**	
Single point of entry for all procurement	3	0	2
User interface	3	1	3
Configurable forms/services spend	3	1	3
Favorites	3	2	3
Configurable req. workflow	3	1	3
Configurable PO Workflow	2	2	3
Configurable invoice workflow	2	2	3
Support internal services (e.g catering)	3	1	3
Support non-PO procurements (e.g. rental car)	2	1	3
Training	3	1	3
Order status, order history visibility	3	1	3
Funding splits	3	2	2
Receiving	2	2	2
Attachments	2	2	3
Reporting/analytics	2	2	2
Change orders	3	2	2

Implementation/Maintenance/ Collaboration/Strategic			
Criteria/Pain points	**Import.**	**Relative Impact**	
		Sandwich	**Full Suite**
Installation/configuration/ modifications	3	1	3
Implementation approach/support	3	1	3
Upgrade implementations	2	1	3
Continuous improvement	3	1	3
Single Throat to Choke	2	2	3
Ongoing UCB IT support required	2	1	3
Emedded Higher Ed best practice processes	3	1	3
Shared UCB/UCSF internal team*	2	0	3
Shared UCB/UCSF SciQuest team*	2	0	3
Shared UCB/UCSF ongoing SQ management	2	1	3
Shared UCB/UCSF Central Procurement	2	1	3
Shared UCB/UCSF/UC Catalogs	3	2	2
Shared UCB/UCSF/UC Forms	3	0	3
Potential for UCOP funding for implement. *	3	1	3
Weighted Average Total		**85**	**204**

III. IMPACT AND STRATEGIC ALIGNMENT

A. Describe how the proposed solution aligns with the OE goals:

- Reduce administrative costs and enable the campus to direct more resources to teaching and research
- Advance an effective and efficient operating environment
- Instill a culture of continuous improvement that leads to high quality performance and outcomes

  - Reduces department time needed to procure goods and services, freeing academic department resources to focus on teaching and research, and freeing administrative units for higher value activities
  - Reduces central unit time needed to manage procurement processes and systems, enabling redirection of those resources to higher value added activities in support of teaching and research
  - Enables direction of spend to preferred suppliers, resulting in lower prices for goods and services, increase in collected supplier incentives, and directed spend to diversity and local suppliers
  - Streamlines procurement processes, reducing procure to pay cycle time, generating opportunities to capture early pay incentives
  - Provides more accurate performance metrics enabling identification of continuous improvement opportunities (e.g. reduction in maverick spend, pooled buying, demand management)
  - Is built on the SciQuest SaaS (Software as a Service) solution which enables capture of emerging best practice enhancements via thrice yearly upgrades.

This project helps enable the projected UCB financial benefits the integrated procurement strategy, which includes the OE commodity team recommendations and the Collaborative Procurement Center of Excellence. Those integrated benefits are outlined in the Procurement Summary Business Case.

B. Identify any other anticipated benefits in implementing the proposed solution.

- Synchronizes UCB platform and processes with UCSF's, enabling increased collaboration and eventual systems and organization consolidation across the two campuses
- Aligns UCB with UC direction, enabling increased leverage of UCOP resources (e.g. catalog management via the SciQuest consortium)

C. Identify the risks of not implementing the solution.

- Current solutions are not meeting user needs, forcing departments to waste resources on suboptimal processes and systems (UCSF estimates suggest hundreds of FTE's of low value procurement work per year)
- Would continue to lose available price savings and supplier incentives through maverick spend and inability to pay quickly (middle 7 to low 8 figures per year)
- Would impair ability to collaborate more fully with UCSF and across the UC system

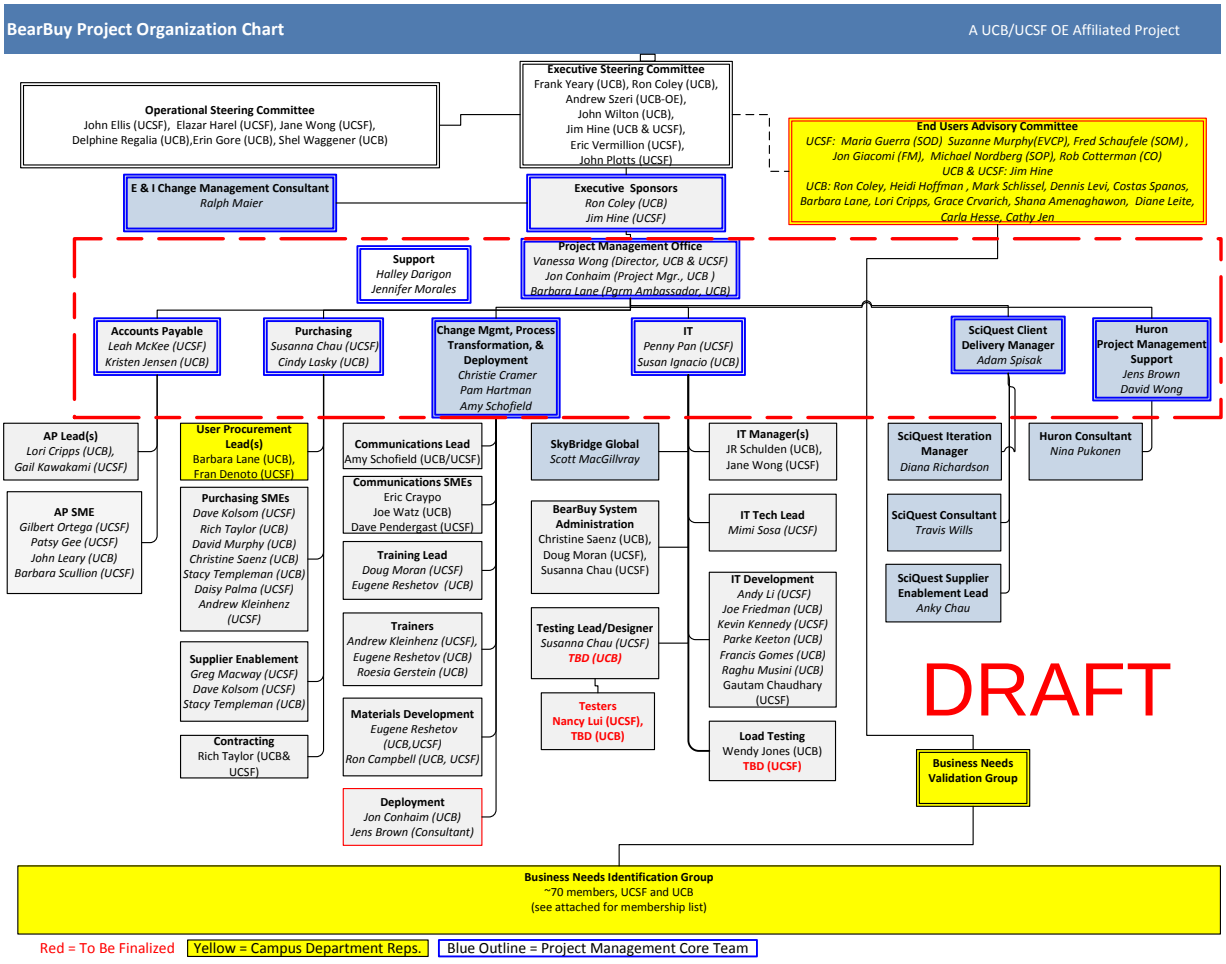
D. Describe the constituency that is intended to benefit from the proposed solution (e.g. students, faculty, staff, 1-many units)

- Faculty and staff:
  - reduced time spent on procurement
  - reduce prices for goods and services
- Central units (AP, Procurement, IT):
  - reduce resources required to support existing suboptimal systems and processes, enabling redirection of resources to more strategic endeavors
  - less IT maintenance with SaaS application
  - increased supplier incentives enabling more self funding of this investment and ongoing operations
- Suppliers:
  - Preferred large enterprise suppliers see increase visibility and market share
  - Diverse and local business gain increased visibility and access to UCB business

E. Describe the extent to which this proposed solution is a collaborative effort either within campus or with external partners.

As shown in the project organization chart below (project roles and responsibilities and team member names in Exhibit 2) the project is a collaborative effort involving multiple constituencies:

- Both UCSF and UCB and department and end user representatives (highlighted in yellow)
- Both UCB and UCSF central resources (school indicated in parens)
- Substantial specialized external support (shaded in gray/blue)



F. If applicable, describe how the proposed solution may enable additional projects to be considered.

Additional SciQuest modules could be integrated for a complete procurement and sourcing solution:

- E-sourcing: streamlined electronic bidding and reverse auctions, enabling substantially more competitive bidding for long term and single instance transactions, creating opportunity for dramatically more cost savings
- Supplier enablement, management and diversity: onboarding and certification platform that enables broader supplier base (increasing competition) and enables "on ramps" for diverse and local businesses to increase their visibility to UCB users. Also allows for accurate measurement (and identification of improvement) of diverse and local spending levels
- Contract authoring and management: streamlines contracting process saving internal resources, closes loop on contract-transaction cycle, enabling supplier performance measuresment

Bearbuy will also integrate with and enable a comprehensive data reporting strategy leveraging Oracle Business Intelligence/Spend Analyzer platform to enhance end user and central unit

dashboards, analyses and reporting, which will drive strategic sourcing priorities and identify departmental performance issues.

G. What is the impact of the proposed solution on the existing systems and processes? Does it eliminate the need for existing systems and processes?

- Solution will supersede current BFS/SciQuest "Sandwich" model, enabling retirement of the PSFT e-pro module. Unclear if external maintenance cost will go away, but internal management costs will.
- Solution will reduce and in many cases eliminate need for department specific procurement oriented systems, eliminating many double entry, reconciliation and ongoing maintenance issues.

H. What is the impact of the proposed solution on the workload?

Profile/Impact in hours	Current Workload	1-time workload requirement	Ongoing workload requirement
Student	DNA (except graduate students placing orders- would look like staff)	Minimal for training	10-25% reduction in time on procurement for students authorized to engage in procurement
Staff	Not known at UCB, but UCSF benchmarks indicate up to 500 FTE's of time spent annually on procurement activities across campus	Project teams: ~ 40 hours for participation in prototyping, focus groups End users: 2-8 hours for training depending upon role	Estimate 10- 25% reduction in time spent on procurement
Faculty	Not known	Minimal <2 hours for training	Estimate 10- 20% reduction in time spent on procurement

IV. WORK PLAN AND PROPOSED SOLUTION DESIGN

A. Provide a statement of:

- Deliverables — results the solution must deliver to achieve the stated objectives.
- Constraints — factors that may limit the options for providing the solution (*e.g., an inflexible deadline*).

High Level Deliverables: An integrated and automated Procure to Pay system which:

- Enables end users, with minimal training, to complete or at least start virtually every type of procurement within the system
- Directs spend to preferred vendors with preferred pricing and supplier incentives
- Is easy for central units to manage, maintain and upgrade

High level Constraints

- <u>One Time Funding</u>: without OE funding the UCB effort will need to be halted immediately (although over 1/3 of costs have already been incurred), and the collaborative effort with UCSF discontinued
- <u>Ongoing funding</u>: without redirection of supplier incentives back to procurement and without commitment to central funding, procurement operations will not be able to adequately support systems/operations, procurement and sourcing efforts to deliver projected benefits

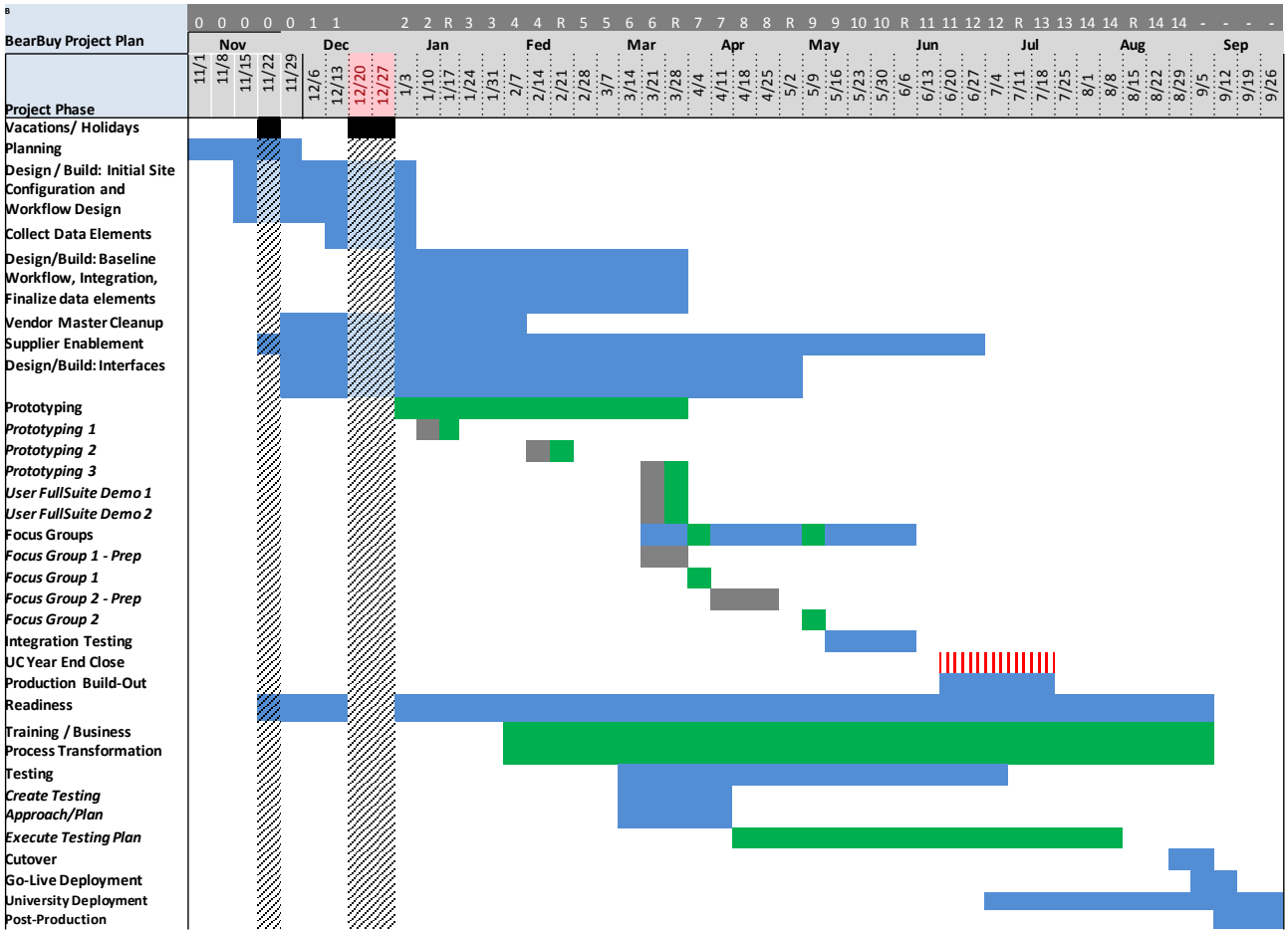
- Senior and Department Leadership: failure to "strongly encourage"/mandate use of systems and approved processes will slow adoption delaying and reducing realization of benefits
- Change Management: Ineffective or insufficient change management, communication and training will impede adoption and risk achievement of benefits

Project Mission statement plus detail project work-plan/deliverables in appendix/attached.

B. Provide a work plan for the proposed solution with high-level steps to complete the solution, including timeline. (Try to limit your plan to no more than seven steps.)

	MILESTONE	**TIMELINE**
1.	Planning	November 2010
2.	Design/Build Baseline Workflow, Integration	March 2011
3.	Prototyping/Focus Groups	May 2011
4.	Build interfaces, Integration testing	June 2011
5.	Vendor cleanup and supplier enablement	June 2011
6.	Readiness, business process, training	August 2011
7.	Go live, begin rollout	Sept/Oct 2011, complete by Dec. 2011

High Level Workplan below. Detail Microsoft Project work plan/deliverables attached.



C. What are the data requirements for the proposed solution?

- Supplier master data
  - Supplier Name for ordering both catalog and non-catalog goods and services
  - Vendor ID from PeopleSoft
  - Ordering/fulfillment centers where purchase orders will be dispatched to suppliers
  - Ordering/fulfillment methods: XML, fax, email, manual
  - Remittance address where checks will be mailed
  - Remittance method: paper check, ACH, EFT, Wire transfer
  - Withholding Code
  - Payment term
  - Other supplier attributes such as supplier type, flag, diversity, etc.
- Supplier Catalogs
  - Catalog types: Hosted or punch-out
  - Supplier Name
  - Supplier contract information
  - Catalog item attributes, e.g., Mfg Name, Mfg ID, Part Number, description, packaging, unit of measure
  - UNSPSC /Commodity Code
  - Supplier enablement information, e.g., electronic purchase order and/or electronic invoice, paper invoice
  - Various supplier flags, e.g., hazardous material, recycled, radioactive, CAS number, shipping
- Special category forms

- Description of good or service
- Quantity
- Amount
- Unit of Measure
- Commodity Code
- Specific fields required for various types of purchases

- Ship to locations
  - Street Address
  - Building Name
  - Room number
  - City
  - State
  - Zip
- User profiles
  - First Name
  - Last Name
  - Single sign-on ID
  - Email address
  - Home department code (UCSF)
  - Procurement Dept Code (UCSF department for which a Requisition Creator supports)
  - PO delegated authority

D. What are the technical requirements for the proposed solution?

- Integrations between SciQuest and PSFT
  - Single Sign-on
  - User Profile sync
  - User Bear Buy role
  - Supplier sync
  - Account Code & Combo sync
  - Purchase Requisition (PR) Validation
  - Purchase Order and PO Change Export
  - Invoice Export
  - Invoice Status (Payment information Import)

E. What are the greatest risks for the proposed solution and the plan to reduce or eliminate the risks.

The Project team is using a risk management tracking system to identify and develop strategies to address critical risks.. The risk analysis will be updated monthly to ensure that the risk activities (mitigations, monitoring, contingency) are still adequate and that the risk priorities are still true. New risks may be identified, older risks might be minimized, and mitigations may need to be updated. Ideally, a continuous risk management approach should be used to ensure that the most relevant risks to this project will be monitored, tracked, and mitigated. Each risk is assigned a value for the probability (how likely) and the impact (consequences). In this risk assessment, the probability is given the value of 1 (low), 2 (medium), or 3 (high). The impact is also rated on the same scale. The rating is derived by multiplying the value in probability and impact to give a value of 1 through 9, where 1 is a low probability/low impact risk and 9 is a high probability/high impact risk.

Current risk tracker below. The red on communication has been addressed with the addition of a strong internal resource in the last week. Overall user acceptance is the single largest risk to the success of the project, therefore very substantial resources are being focused on change management, communication and training. We will not go live on either campus unless our end user representatives on the team concur we are ready:

Risk Matrix for UCB and UCSF BearBuy Implementation

Risk ID	Risk	Probability L	Probability M	Probability H	Impact L	Impact M	Impact H	Rating	Risk Owner	Mitigating Recommendation
1	Project team does not understand project vision, objectives, and desired outcome	X					X	3	Ron Coley Jim Hine	Executive sponsors to reiterate project vision to project team, confirm u
2	Campus stakeholders lack confidence in success of project, low adoption.		X				X	6	Vanessa Wong Jon Conhaim	Conduct outreach, understand user needs, and will validate user requi
3	Commitment of effort (%) in functional resources are inadequate.	X					X	3	Ron Coley Jim Hine	Secure functional resources as top priority.
4	Technical resources lack confidernce project will be a success due to experience in BFS and that the project is deadline driven.		X				X	6	Ron Coley Jim Hine	Restore confidence by demonstrating solutions are being implemente
5	Ineffective change management, training approach, inappropriate level of communication and wrong target audience.		X				X	6	Vanessa Wong Jon Conhaim	Fill Change Manager position asap and plan an aggressive and effecti executing change management activities and end users communicatio
6	SciQuest team is not responsive; does not deliver tasks on time.	X					X	3	Jim Hine	Escalate to executive level of SciQuest to correct situation by augmentir and technical support.
7	Liens are not correct related to ineffective PO Export integration (e.g. Change Order, chartfields)		X				X	6	JR Schulden Jane Wong	Engage and leverage Skybridge PeopleSoft expertise to achieve seaml Functional specs are being developed to achieve solutions.
8	Project level of effort and timeline are underestimated, resulting in unrealistic expectation, false sense of slippage and harm in team credibility.		X				X	6	Vanessa Wong Jon Conhaim	Re-align project schedules according to realistic deadlines and SciQue hours or level of effort for each task.
9	Team has knowledge gap in customizing PeopleSoft to integrate to SciQuest.	X				X		2	Skybridge Global	Consult with Skybridge Global on best approach and guidance on integ
10	Program management support (consultants) lack expertise and experience in implementing in client environment of similar size and complexity.			X		X		6	Derek Smith (Huron)	Augment the consulting team with consultant with the right expertise. E actions as necessary.
11	Progress and project rollout at different pace between two campuses.			X		X		6	Ron Coley Jim Hine	Stay in lockstep as much as possible. Establish contingency plan and
12	Inability to share commonality in business processes, configuration, workflow, catalog strategy.			X		X		6	Ron Coley Jim Hine	Staff project members with thorough knowledge in procure-to-pay busi view of organizational goals to implement a solution that works for end
13	Insufficient communication focus or resources on BearBuy initiative			X			X	9	Ron Coley Jim Hine	Change managers to access communication resource needs, plan co audience segmentation, and deliver solid communication plan. Develo

We track progress against this grid each month, to ensure we are migrating toward green:

March/April Update:

	From	To	
1			Project team gained understanding of project objectives. Project packet distributed with cover letter from Ron Coley and signed by Executive Steering Committee, Mission Statement, Org Chart, R & R, and Risk Analysis.
3			Project team effort secured in functional resource and change management resource.
4			Technical resources received valuable guidance from Skybridge Global Consulting and is able to program with proper approach and technique.
5			Hired two change managers as of March 22. Change Management planning in progress.
6			SciQuest has made changes to team workload and was able to improve responsiveness at the expected level in both campuses.
8			Project plan recast with more realistic timelines. Refinement still needed to properly reflect number of days required to complete each technical task (both UC and SciQuest)

F. How does the proposed work plan allow for evaluation and course correction to ensure the outcomes meet the campus needs?

- The project plan is designed with checkpoints after each prototyping and focus group session to evaluate and implement design/configuration modifications to meet end user needs. (see work plan)
- The project team governance process has biweekly program management team meetings to discuss critical issues and adjust plan as required (see work plan)
- The project has oversight from Executive Steering committee, Operational Steering committee and End User Advisory Committee where course correction decisions are discussed and made

(see org chart)
- The project plan includes substantial system testing to ensure technology is functioning as designed, and to make corrections if required (see work plan)

v. CHANGE MANAGEMENT

A. What is the change management plan to successfully implement the outcomes of the proposed solution?

- The detail change management, communication and training plans are in development now, driven core team supported by external change management consultants. These plans will be finalized in early May, addressing the key questions/issues:
  - Who will be impacted by the proposed change?
  - How will they be impacted?
  - What new competencies will be required to successfully deliver the desired changes?
  - How will these new competencies (knowledge, skills, and behaviors) be acquired? Will they be developed in-house or hired in? If developed in-house, what learning strategies will be used (training, education, coaching, etc.)?
  - What incentives/disincentives will be used to shape these desired competencies? What consequences can be applied?
  - What is the communication plan for keeping stakeholders informed?
  - How will stakeholders be engaged in implementation planning and implementation? Who would you recommend for the implementation planning team?
  - Where do you anticipate resistance? What's your mitigation plan?
  - How will you measure success?
  - Who have been identified as the change leaders?
- Both the project organization and work-plan were explicitly designed to maximize early, significant and ongoing end user involvement and commitment
- Focused change management, communication and training resources are committed to the project
- Training and business process transformation is built into project plan

B. What incentives and/or disincentives are proposed to influence behavioral changes necessary for the successful outcome of the proposed solution?

- Our primary objective is to create systems and processes that are so easy to use that end users will see no reason to continue to employ non preferred methods
- We will be monitoring and communication performance and adoption to encourage and publicize proper behavior (and highlight repeated improper behavior)
- After initial rollout period we recommend a "**Mandatory with opt-out by permission**" participation model with cost recovery for transactions that are done outside the system if they could have been done within it.

C. Who has been identified as the change leaders and implementers to carry out the changes necessary for the successful outcome of the proposed solution?

BearBuy Executive Sponsors (Ron Coley and Jim Hine) and Program Management Office personnel (Vanessa Wong, Barbara Lane, and Jon Conhaim) are the individuals with specific responsibility for change management, supported by Christie Cramer Pam Hartman, change management external consultants . In addition to their leadership, change management is integrally incorporated into all elements of the project organization. We expect to leverage several groups to affect change management (see org chart):

- End User Advisory Committee
- Business Needs Validation Group
- Business Needs Identification Group
- Operational Steering Committee
- User Procurement leads
- Change Management and business Process transformation team

VI. FUNDING MODEL AND BUDGET

A. Could the proposed solution move forward with partial funding? If yes, describe the revised scope, including the associated savings impact.

Unlikely. Such an approach would require:

- The supplemental resources would be phased out now
- External resources would have to be replaced by internal hires funded by the central departments (AP, Proc, IT)
- Program management would need to shift away from IST which requires recharge
- UCB implementation be decoupled from UCSF's
- UCB timeline to implementation be extended 12-18 months

Unfortunately, in this scenario, UCB would probably incur an equal or greater amount in consulting support costs as the shared consulting resources currently being leverage with UCSF would have to be extended for UCB and the final outcome would look and feel very much like previous major system upgrades which were underfunded

The OBIEE/Data Warehouse costs could be allocated elsewhere and the Spend Analyzer implementation could be halted if UCOP implements an alternative spend analytics platform. However, the primary OBIEE expenditures have already been made.

In any case UCB operational funding via supplier incentives and central funding would still be required. (see B below)

B. What is the plan for sustainable funding to support ongoing operations of the proposed solution?

1. **Redirect supplier incentives back to procurement**
   - Grow those incentives as more volume gets directed to preferred suppliers with incentives, and as we are able to capture the early pay discounts through a streamlined and automated settlement process
   - Leverage those incentives to offset additional operational costs, reducing dependency on central funding
2. **Commit central funding needed to address costs not covered by incentive revenues**
   - Central Benefits Offset
   - Central Funding

Required funding:
Overall integrated Procurement benefits projections, funding requirements and operational pro-forma are included in the Procurement Business Case. Specific BearBuy funding requirements are below:

1) External Project costs (original C3)	$
SciQuest	
First Year Initial Incremental Software	$ 48,240
SciQuest implementation support	$ 301,296
SciQuest Training	$ 34,800
SciQuest scope change orders	$ 50,000
Huron	
pre implementation planning	$ 30,000
Implementation Support	$ 255,600
Incremental costs due to timeline extension	$ 120,000
Skybridge (integration support)	$ 37,500
Consulting advisor	
E&I Consultant	$ 30,000
Additional shared resources	
Training Specialists	$ 112,500
Change Management Specialist	$ 108,000
Commodity specialists first year only	$ -
Project Admin Support	$ 30,000
Project admin costs (training facilities, printing etc)	$ 50,000
Contingency	$ 250,000
Subtotal Project External costs (original C3)	**$ 1,457,936**
2) Supplemental/Backfill/Internal recharge resources	
AP	
AP Lead Support	$ 258,720
AP Additional Support	$ 211,680
AP Business Analyst	$ 183,326
Procurement	
Procurement Purchasing Analyst	$ 258,720
Department Procurement Lead Backfill (TBD)	$ 50,000
Administrative Analyst III	$ 50,000
IST	
Project Manager	$ 221,867
Lead Tester	$ 234,000
Usability testing (1/2 time)	$ 62,397
Contingency for extended UCB Rollout	$ 250,000
2) Subtotal Supplemental/Backfill/recharge	**$ 1,780,710**
3) Data Warehouse/Reporting- Procurement	**$ 1,128,021**
Total UCB OE Funding request	**$ 4,366,666**

VI. ASSESSMENT PLAN

Please use the table below to detail your metrics.

METRIC CATEGORY	SPECIFIC MEASURE	MEASURE BASIS	DATA COLLECTION METHOD	DATA COLLECTION FREQUENCY	FUNCTIONAL OWNER OF DATA COLLECTION	LARGER GOAL TO WHICH METRIC RELATES
FINANCIAL PERFORMANCE						
1 Cost savings/avoidance on procured goods and services	Prices paid versus what would have been paid	Price X volume vs. benchmark	Supplier pricing and volume analysis	Semi-annually	Strategic sourcing director	5-15% cost reduction on procured goods and services
2 supplier incentives earned	Patronage, early pay, p-card rebates	Dollars collected	Receipts analysis	Quarterly	Strategic sourcing and operations directors	Reduce dependency on central funding, self fund improvement programs
OPERATIONAL PERFORMANCE						
1 BearBuy adoption	% of possible transactions/ $ that went thru BB	Aggregate transactions and $	PSFT and SQ reports, Queries	Quarterly	Ops and Procurement directors	Reduce manual processes
2 Increased spend under management:	Spend to contracted vendors or thru procurement orgs.	% of $ to contracted suppliers, and through formal procurement	PSFT and SQ reports, Queries	Quarterly	Procurement and sourcing directors	5-15% cost reduction on procured goods and services
3 Transactions processed electronically	% of transactions processed electronically, (PO, Invoice, payment)	% of transactions processed electronically, (PO, Invoice, payment)	PSFT and SQ reports, Queries	Quarterly	Operations director	Reduce manual transaction processing
CUSTOMER SATISFACTION						
1 improved procurement customer service	CS score	Customer satisfaction survey	survey	annually	Exec director	Instill a culture of continuous improvement that leads to high quality performance and outcomes
PUBLIC RESPONSIBILITY						
1 Diverse and local sourcing	% of spend to local and diverse suppliers	$ volume to local and certified diverse suppliers	PSFT, SQ, CVM reports, Queries	Semiannually	Exec director	Good citizenship, town and gown, meet grant requirements
SUPPLIER PERFORMANCE						

1 Delivery Quality	On time, fill rates	Actual versus promised/ contracted	Supplier performance analysis	Semi annually	Strategic sourcing and procurement directors	Instill a culture of continuous improvement that leads to high quality performance and outcomes
2 Pricing	Price reductions or increase control	Pricing versus previous or versus index per contracts	Price analysis	Annually	Strategic sourcing director	5-15% cost reduction on procured goods and services

Exhibit1 : Mission Statement :

BearBuy Project Mission Statement:

Procurement Made Easy

The University of California, Berkeley (UCB) and the University of California, San Francisco (UCSF) are facing their greatest financial difficulty in seventy years. To help address this historic financial challenge, the two campuses have combined their procurement operations to:

- Make the purchasing process faster and easier for faculty, staff and authorized students
- Leverage the collective buying power of UCB and UCSF to obtain better prices and service from vendors by negotiating strategic contracts
- Improve the operational efficiency of the procurement staff

As part of this effort, UCB and UCSF will each deploy the SciQuest e-procurement system which will enable members of each campus community to purchase goods and services via online catalogs from vendors that have strategic contracts with UCB, UCSF or University of California - Office of the President (UCOP) that offer optimal value for price and services. These catalogs will display the negotiated prices, and users will be able to purchase from all other authorized non-catalog vendors by using a special online request form. The SciQuest service will be called BearBuy at both UCB and UCSF.

Members of the campus community will be able to use the system for the full lifecycle of a transaction including:

- Shop using online catalogs and shopping basket
- Validate chartstrings and perform a soft budget check
- Create requisitions
- Approve requisitions via a workflow process compatible with the business needs of both campuses
- Create purchase orders and encumber funds in PeopleSoft Financials
- Dispatch purchase orders to the vendor via fax, CXML, or email as appropriate
- Perform receiving or payment authorization for goods and services
- Record vendor payments in BearBuy that have been disbursed via PeopleSoft Financials

All users, including shoppers, will be able to track the status of their orders via BearBuy all the way through the procurement lifecycle. The project will also provide reporting tools via BearBuy and other appropriate information systems compatible with current business practices at UCB and UCSF to deliver information about the status of transactions and information that central procurement staff need to make strategic purchasing decisions to maximize the value of campus purchasing dollars.
The BearBuy service will be able to receive electronic invoices, including all of UCSF's current vendors providing electronic invoices to their Purchase-to-Pay system. The project will create and implement both a change management and communication plan to prepare the campus community for the introduction of the service and will provide multiple opportunities for campus faculty and staff to identify their business needs and confirm that BearBuy will be able to meet those requirements. The project will deliver both online and classroom-based training to prepare users to use the system effectively and efficiently. Training materials will be designed to address the needs of both power users and casual users.

Both implementations of BearBuy are scheduled to be launched in Fall 2011 and will deliver the following business metrics to both campuses within eighteen months after the BearBuy systems are put into production:

- Improve user satisfaction with the purchasing process to an average rating of *Good*.
- Reduce the purchase of goods and services from higher-price vendors by 75%
- Increase the purchase of goods and services through strategic contracts by 80%
- Increase the use the of BearBuy system so 90% of all transactions are processed by it.

The project will design proposed revisions to policy and business processes needed to achieve these metrics.

Exhibit 2 : Project Team Roles and Responsibilities

Project Team Roles and Responsibilities		
Role	**Resource**	**Responsibility**
Executive Steering Committee	Ron Coley (UCB) Jim Hine (UCB& UCSF) Frank Yeary (UCB) John Wilton (UCB) Eric Vermillion (UCSF) John Plotts (UCSF)	The Executive Steering Committee is comprised of the Executive Sponsors and other key executive leaders from both campuses. Has the responsibility and authority for the overall direction of the project including the scope and the goals that it should achieve. Also responsible for project funding, policy decisions, and resolution of critical issues that impact the overall project and the service that it creates.
Operational Steering Committee	Ron Coley (UCB) Jim Hine (UCB& UCSF) Frank Yeary (UCB) John Wilton (UCB) Eric Vermillion (UCSF) John Plotts (UCSF) John Ellis (UCSF) Elazar Harel (UCSF) Rob Cotterman (UCSF) Erin Gore (UCB) Shel Wagner (UCB) Lori Cripps(UCB) Jane Wong (UCSF)	The Operational Steering Committee is comprised of leaders from both campuses. Is responsible for and has the authority to resolve project conflicts and to reconcile differences of opinion about project approaches. Provides formal recommendations to the Executive Sponsors and Executive Steering Committee about policy decisions and revisions to the project's scope and goal. This committee works with the Executive Sponsors to provide oversight of the project deliverables. The Operational Steering Committee provides insight to the project organization and directions are established with a visionary view to achieve the organizational long-term goals. The Operational Steering Committee recommends to the Executive Sponsors and to the Executive Steering Committee revisions to the project scope to ensure that the project aligns with agreed business requirements of the Executive Project Sponsor
End Users Advisory Committee	Co-chairs: Ron Coley (UCB) Jim Hine (UCB/UCSF) UCSF: Fred Schaufele (SOM) Maria Guerra (SOD) Michael Nordberg (SOP) Suzanne Murphy (EVCP) Jon Giacomi (FM) UCB: Heidi Hoffman Mark Schlissel Costas Spanos Barbara Lane Grace Crvarich Shawana Amenghawon Diane Leite	The End Users Advisory Committee is comprised of leaders from both campuses and works with Executive Sponsors to provide oversight of the Business Needs Identification Group. Has the authority and responsibility for design decisions approval and the resolution of critical business requirement issues impacting the overall design and configuration of the systems. Approves membership for the Business Needs Validation Group and . Updated at a monthly frequency for project progress, status, and decision points.
Executive Sponsors	Ron Coley (UCB) Jim Hine (UCB/UCSF)	Responsible and accountable for the success of the project; and, has the authority to take necessary actions to ensure that the project is successful.The Executive Sponsors work with the Executive Steering Committee, Operational Steering Committee, Business Needs Validation Group and the Project Managers in overseeing the progress and status of the project. Responsible for ensuring that all required resources for the project are provided. Expeditiously resolves any issues that cannot be resolved by the Project Managers or Core Project Team.
Project Manager	Vanessa Wong –Lead Project Manager(UCSF) Jon Conhaim – Deputy Project Manager (UCB)	The Project Manager is responsible for monitoring the progress of the overall project and will facilitate the resolution of all project issues and escalate issues to the Executive Sponsor and/or Executive Steering Committee, and Operational Steering Committee as necessary.
Business Needs Validation Group	(See Business Needs Validation Group Tab)	Responsible for determining that the business needs and functional requirements identified by the Business Needs Identification Group have been addressed in the implementation of the BearBuy systems deployed at UC Berkeley and UCSF. Identifies the procurement business scenarios used to test the systems. Confirms that the two systems successfully operate for the identified business scenarios.
Business Needs Identification Group	(See Business Needs Identification Group Tab)	Responsible for identifying the business needs and other requirements must be met for the BearBuy systems at UC Berkeley and UCSF to be successful by participating in three prototyping sessions.

Huron Consultants	Nina Pukonen (Lead) Jens Brown (UC Berkeley focused) Dave Wong (UCSF focused)	The Project Support is responsible to assist in program management and serves as subject matter experts in AP and Procurement to recommend best practices.
		Has the authority and responsibility to:
		Provide functional leadership through delivering product, industry and business process expertise and guidance on best practices
		Develop detailed joint project plan based on SciQuest implementation model with realistic and achievable schedules and clarity in each task/deliverable
		Provide program management support to UC project managers
		Gather and document busienss requirements from AP and Procurement stakeholders through discovery sessions
		Facilate internal meetings to drive resolutions and decisions by providing guidance and knowledge and best practices in universities setting similar to UC campuses
		Provide assistance in configuration decisions, data decisions, and integration approaches to ensure successful implemention of the solution
E & I Procurement Consultant	Ralph Maier	Provide consulting on tactical and strategic procurement practices using SciQuest with PeopleSoft system
Skybridge Global Consultant	Scott MacGillvray	Provide consulting and technical guidance on data integration points between PeopleSoft and SciQuest including best methodology and approach in necessary PeopleSoft enhancements
User Procurement Leads	Fran Denoto-Reynolds (UCSF)	The User Procurement Leads provide their specialized knowledge on University purchasing processes and offer points of view from the core procurement operation. Members will attend design workshops and provide input to the solution configuration and business processes. The User Procurement Leads have the authority to make critical purchasing business and policy decisions for their campus. Executive Sponsors have the option to revise these decisions or have these decisions approved by the Executive Steering Committee, Operational Steering
	Barbara Lane (UCB)	
Purchasing SMEs	Dave Kolsom (UCSF)	The Purchasing SMEs will provide their specialized knowledge on UC Berkeley and UCSF purchasing processes and offer points of view from the core procurement operation. Members will attend design workshops and provide input to the solution configuration and business processes.
	Rich Taylor (UCB)	
	David Murphy (UCB)	
	Daisy Palma (UCSF)	
	Christine Saenz (UCB)	
	Cindy Lasky (UCB)	
	Stacey Templeman (UCB)	
Contracting/Strategic Sourcing	Dave Kolsom (UCSF)	The Contract Manager provides their specialized knowledge on the University procurement contract management processes and requirements. Has the responsibility and authority for overall supplier relationships, contract negotiation, driving supplier requirements, and conducting supplier performance management.
	Rich Taylor (UCB)	
	Dave Pendergast (UCSF)	
	Greg Macway (UCSF)	The Strategic Sourcing team collaborates with SciQuest Supplier Enablement resources and suppliers in facilitating and managing supplier enablement, catalog configuration and supplier outreach as it relates to SciQuest content.
	Stacey Templeman	
AP Leads	Gail Kawakami (UCSF)	The AP Leads provide their specialized knowledge on University finance and accounts payable processes and offer points of view from the core finance operation. Members will attend design workshops and provide input to the solution configuration and business processes. The AP Lead has the responsibility and authority to make critical AP business and policy decisions for each o their
	Lori Cripps (UCB)	
AP SMEs	Patsy Gee (UCSF)	The AP SMEs provide their specialized knowledge on University finance and accounts payable processes and offer points of view from the core finance operation. Members will attend design workshops and provide input to the solution configuration and business processes.
	John Leary (UCB)	
	Gilbert Ortega (UCSF)	
	Leah McKee (UCSF)	
	Kristen Jensen (UCB)	
Change Management Lead/ Business Process Transformation	Change Manager under recruitment (UCB, UCSF)	The Change Management/Business Process Transformation Lead works closely with the Project Manager to ascertain scope, approach and solution considerations and execute a defined plan for a successful transformation. Is responsible for and has the authority to lead the business process transformation efforts. Supports the development of training throughout the project and may participate in training delivery.
Communications Lead	Eric Craypo (UCB, UCSF)	Responsible for the creation of a communication framework for all project events, the scheduling of informational sessions with appropriate groups and supports the development of communications throughout the project. Coordinates with each campus' public relations / communications groups, as necessary, to ensure communication execution.
	TBD (UCB & UCSF)	
Training Leads	Doug Moran (UCSF)	Is responsible for and has the authority to design a very effective training plan and associated training materials. Designs and delivers training material that maximize standard processes between UCB and UCSF, while minimizing processes unique to each campus. The Training Leads works closely with the solution design team member and leads training delivery. This is a full time commitment during the training activity and other competing responsibilities should be delegated during training.
	Eugene Reshetov (UCB)	
Trainers	Andrew Kleinhenz (UCSF)	Responsible for the delivery of end-user training.
	Eugene Reshetov (UCB)	
Materials Development	Eugene Reshetov (UCB, UCSF)	Is responsible for performing the joint development of training materials and ongoing curriculum to support user adoption, initial training exercises, and ongoing user training resources.

Supplier Enablement Lead	Anky Chau	The Supplier Enablement Lead is responsible for and has the authority to facilitate and manage supplier enablement, catalog configuration, enablement testing and supplier outreach as it relates to SciQuest content. Responsible for conducting periodic audits of all SciQuest content. UCB and UCSF will need to establish an on-going Supplier Enablement resource that is part of the Purchasing organization.
SciQuest Solution Consultant	Travis Wills	Has the authority and responsibility for: The successful technical implementation of configurable applications for client engagements (on time and on budget). Assisting in the development of Integration specification documentation, Installation and configuration of any required hardware or software at client site, Build and testing of any required integration, Support testing through issues resolution and coordination, Provide functional leadership through delivering product, industry and business process expertise and guidance on best practices, Prepare for and drive product demonstrations during focus groups, Configure solution including activating functionality, toggling switches, loading data and developing workflow, Facilitate internal and external meetings to drive resolution of issues and questions, Gather and document business requirements and scenarios, and Conduct administrative and end user training sessions