Background
As part of the FY 2015 budget, at Administration’s request, the Board of Supervisors approved
the implementation of a comprehensive and new procure-to-pay technology provided by Ariba,
an SAP company. The SCC Procure-to-Pay (P2P) Project, also known as the Ariba P2P Project,
is a cloud-based procure-to-pay county-wide software solution, including purchasing,
contracting, and accounts payable functions. The SCC P2P Project covers the entire procure-to-
pay process from initial needs assessment to the payment of invoices for goods and services,
creating both operational efficiencies and financial benefits.

The SCC P2P Project will ultimately affect all County agencies and departments, and it will
require changes in the daily practices for employees who engage in the purchasing, contracting
and fiscal/accounts payable functions. The SCC P2P System is composed of multiple modules,
each serving a unique role. The technology solution offers specific modules for the entire
contract lifecycle such as planning, supplier information and performance management,
electronic sourcing, electronic contract management and managing the electronic procurement
process via catalog management, electronic purchase orders, electronic receiving by client
departments and electronic invoicing by suppliers. In addition, the solution offers ancillary
services such as supplier enablement, spend visibility, reporting and discount cash
management. The Ariba Solution Description is a list of modules that the County has
purchased and has implemented or currently in the process of implementation, along with the
role they will serve in enhancing services for County employees and vendors.

The County’s Hybrid Contracting Model
The County has used a “hybrid” approach to contracting, where by the procurement of goods
and related services and non-professional services is handled in a centralized manner through
the Procurement Department, while the procurement of professional services and public works
is handled by individual departments in a decentralized fashion.

The County’s highly decentralized model of contracting makes moving to this new system even
more challenging than it would otherwise be, and so implementation has been planned in a
phased approach. The first phase of implementation has been focused on specific core modules
and it is focused on goods and related services contracts that fall within the centralized
operations of the Procurement Department. Although these contracts are centralized in their solicitation and execution, all departments utilize them for their procurement and payment activity, and so the implementation of this first phase remains a truly Countywide effort.

**Administration Oversight of Implementation and Rollout**
Administration is closely monitoring the project because of its Countywide nature, the unique complexity associated with such a system, the importance of reliability in a system that will handle vital contracting and fiscal transactions, and the need to support culture change in departments across the County as implementation occurs.

The Procurement Department and Finance Controller-Treasurer Department play key roles and have primary responsibility over the business processes involved in the various modules that are implemented. Because of the Countywide nature of the SCC P2P Project, the County Executive and Chief Operating Officer served as Executive Sponsors. The Steering Committee was co-chaired by the Deputy County Executive and the Finance Director with critical participation from Procurement, Controller-Treasurer Department, Information Services Department (ISD), Health and Hospital System (HHS) Finance and the SCC P2P Project team.

The daily work of implementation is led by the Core Management Team, with major leadership from the Procurement Director and Controller-Treasurer. Staff from Procurement, Finance, ISD, and HHS are involved on a daily basis, working in teams dedicated to the implementation of each module.
### ARIBA MODULES WITH IMPLEMENTATION DATES

<table>
<thead>
<tr>
<th>Module/Workflow</th>
<th>Phase</th>
<th>Technical Implementation Date</th>
<th>Phased Rollout Commencement Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier Information Management (Core Module)</td>
<td>1</td>
<td>January 2015</td>
<td>April 2015</td>
</tr>
<tr>
<td>Discount Professional Cash Management (ancillary)</td>
<td>1</td>
<td>January 2015</td>
<td>March 2015</td>
</tr>
<tr>
<td>Sourcing Professional (Core Module)</td>
<td>1</td>
<td>June 2015</td>
<td>July 2015</td>
</tr>
<tr>
<td>Procure-to-Pay Module for Transactional Procurement with SAP integration to FM Module (Core Module)</td>
<td>1</td>
<td>October 2015</td>
<td>October 2015</td>
</tr>
<tr>
<td>Supplier Enablement (ancillary)</td>
<td>1</td>
<td>Commenced December 2014</td>
<td>On-going</td>
</tr>
<tr>
<td>Cataloging (Punchout and CIF)</td>
<td>1</td>
<td>Commenced March 2015</td>
<td>On-going</td>
</tr>
<tr>
<td>Contracts Module with DocuSign for Electronic Signatures (Core Module)</td>
<td>2</td>
<td>March 2016</td>
<td>May 2016</td>
</tr>
<tr>
<td>Procurement Workspace (Workflow)</td>
<td>2</td>
<td>March 2016</td>
<td>May 2016</td>
</tr>
<tr>
<td>Supplier Performance Management</td>
<td>3</td>
<td>June 2017</td>
<td>September 2017</td>
</tr>
<tr>
<td>Spend Visibility (ancillary module)</td>
<td>3</td>
<td>December 2016</td>
<td>January 2017</td>
</tr>
</tbody>
</table>
FIVE MAIN ELEMENTS WHICH HELPED THE TEAM SUCCESSFULLY IMPLEMENT AFTER A ROCKY START WITH IMPLEMENTATION

1. Procurement “solution” vs. Ariba module implementation
   - Address the complexity of fully integrated “To Be” Procurement and Finance solution at SCC (See next page)
   - Business Process Workshops driving clarity on SCC end-to-end processes

2. One Team, looking forward not back
   - One Team = SCC+SAP+Ariba, pulling together to deliver successful solution for SCC
   - Build on SAP relationship and history at SCC

3. Transparency, honesty and facing reality
   - Say what we can Do, realistically, and Do what we Say
   - Direct insights into SAP-Ariba product roadmap, enhancement and support

4. SAP-Ariba investment in SCC success
   - Significant focus and additional resources provided from Ariba and SAP leadership and delivery
   - 30 Enhancement Requests being considered for Ariba enhancement releases and product roadmap

5. Increased focus on scope, project, issue and change management
   - Strengthen SCC and SAP-Ariba project management foundation to drive project execution
SCC Procure-to-Pay Collaborative Commerce

SCC’s “To Be” Procurement and Finance Landscape with Ariba and SAP

**Business process view**

---

**System view**

Ariba Procurement Suite  SAP Enterprise Core

Master data integration

- Supplier Information Management
- Sourcing
- Contracts
- Supplier Performance Management
- Procure to Pay
- Discount Professional
- ICS
- Spend Visibility
- Materials Management (MM)
- Finance (FM)

DocuSign

SAP Ariba

SAP P2P
Collaboration Made Easy
BRANDING, MARKETING, AND CHANGE MANAGEMENT

Branding
The goal of change management is to help Procurement staff, clients and suppliers impacted by the change to make a successful transition, given what is required by the solution.

As part of the effort to be inclusive in the SCC P2P Project, a slogan contest within the departments (Procurement, Finance and Information Services Department) was followed by the creation of the SCC P2P logo. 17 submissions were received, and the winner slogan was SCC P2P Collaboration Made Easy. To increase brand awareness, the logo and slogan have been used consistently for all materials related to the Project.

Marketing
SCC P2P impacts all County Departments. At the beginning stage of the Project implementation, the Procurement Leadership Team met with the department heads and provided compelling justification as to why the change was happening, communicated a clear understanding of the goals and objectives of the change, and provided sufficient resources for the departments to be successful during the transition.

Understanding the importance of support from the impacted employees and managers countywide, and involvement early in the process increased support from many levels and contract staff from all departments were identified and invited to be the champions of the Project. They attended the system demonstration and training, and were encouraged to share what they learned to the other staff. Providing information and tools to the champions has empowered them to promote the Project in their respective departments.

When the Sourcing Module was first implemented in Procurement in July 2015, not only was extensive training provided to staff, there were workshops conducted by the Project Leads twice a week to work with individual staff who had a bidding project. These workshops provided one-on-one support and allowed the individuals to ask questions freely.

Throughout the Project, the Procurement Leadership Team has communicated effectively with staff and provided update on each milestone of the Project. Besides keeping staff informed via
regular emails and staff meetings, the Leadership Team has held a retreat to permit all staff to step away from their daily tasks and focus on the upcoming changes by the Project, and discuss the essential action required for a successful transition.

The P2P Module Wave 2 Roll-Out Plan was implemented in January 2016 after the P2P module was successfully piloted by two County departments as Wave 1. At Wave 2, ten departments with the largest spend were identified. Presentations were conducted by the Project Team at these ten departments. Information packets and promotional items were provided to the department staff at these presentations. Comments from the departments were all positive. As of August 31, 2016, the P2P Module has been rolled out Countywide and more than 575 staff have been trained in various roles.

In May 2015, Procurement collaborated with the Finance Team and the Ariba Team to conduct the Vendor Outreach Fair. Approximately 100 vendors attended this event to learn about the SCC P2P Project. To ensure the vendors were registered on the Ariba System, computers were set up at the Fair, so that the vendors could easily register on-site and one-on-one support by staff was provided to the vendors throughout the registration process.

In 2016, Procurement has developed a comprehensive Vendor Outreach Plan to engage with the vendors. One of the major activities of this Plan is to conduct quarterly Workshops to educate the vendors about the procurement, contracting processes and business opportunities in the County and update them about the SCC P2P Project. Two workshops were held in March and July 2016 and many of them took the opportunity and registered on the Ariba System after the Workshop.

**Training**

Training is the foundation for building knowledge about the change, and developing the required skills necessary to succeed. Identifying the people who will be impacted and needing to be trained is a primary role of change management. Working in partnership with the Ariba Change Management Senior Consultant, SCC developed its internal change management strategies and plan. The Ariba Consultant, with input from SCC technical and functional team members developed training materials, quick reference guides (QRG) and webinars for each module that was deployed. Ariba provided at least one Consultant Trainer-led classroom
training to selected or nominated users, super users or trainers (train the trainers) once the module was pushed to production. Based on feedback, the materials were revised and updated; SCC then accepted and confirmed completion of delivery from Ariba to SCC Project team. The SCC functional leads along with the technical leads updated the training materials as necessary during adoption. Changes are driven by technical and/or process due to system improvement/enhancement or policy changes.

To date, Ariba and SCC have developed training materials and/or quick reference guides for the following modules:

<table>
<thead>
<tr>
<th>Module</th>
<th>Training Materials &amp; Activity Guides</th>
<th>Quick Reference Guides</th>
<th>Webinars</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2P – Requisition to Receiving (R2R) and Invoicing</td>
<td>X</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Sourcing</td>
<td>X</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Contract Compliance</td>
<td></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>SIM</td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Contracts</td>
<td>X</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>
#MakeProcurementAwesome