

i&A Information Systems (IS) Procurement Process Summary

As the criticality, scope, scale, complexity and impact of an IS Project increases, sensibly applying the structured and proven i&A IS Procurement Process will significantly reduce the risks of failure and enhance the likelihood of a positive outcome.

This i&A IS procurement process works best when it is actively supported by an involved and committed Customer based Working Group in an open and consultative manner. The Working Group is chaired by a member of the customer's senior management team and comprises key people involved in owning the target solution to fulfill the requirements and achieve the target business benefits. All members of the Working Group have one vote. An experienced independent consultant can add significant value by facilitating and guiding this procurement process. However, it is important that the decisions are made by the customer's Working Group. At all times, the participants in this process are encouraged to genuinely explore all possible solutions, raise questions and discuss their thinking with the consultant. The consultant acts as the initial interface between the customer and the potential solutions suppliers.

Subject to scale and complexity, a full system procurement process can involve the following elements:

Actions	Timing
Preparation: Identify your organisation's Fundamentals (Purpose, Values and Core Strategic Vision) as well as its current Markets, Products, Services, Organisation and Operations.	3 days – 1 month
Identify and understand the current key Business Processes to a useful level.	1 day - 3 months
Identify and understand the current Information System.	1 day – 1 month
Identify / develop the future Strategic Plan and the ICT implications of that Plan; including the target Business Processes to enable the plan and the IS architecture to support the business processes.	1 day – 6 months
Setup the IS Procurement Project: Identify and enrol the customer's key players in the project. (No Sponsor = No Project.) Develop and agree Project charter / overview, description, target business benefits, product, scope, objectives, team and initial decision criteria. Develop & present initial business case, secure agreement to proceed with Systems procurement project.	1 week - 6 months
As indicated, conduct a Registration of Interest (ROI) for the Project by either advertising a general ROI in an appropriate publication(s) inviting interest from qualified potential suppliers, or by distributing an ROI to targeted potential suppliers. Review the responses, select and invite participants for RFP process.	2 weeks - 3 months
Contestable Request For Proposal (RFP) Process: Conduct RFP Phase 1 to find out what is possible: Develop and issue a formal 'fuzzy' RFP that is focussed on known Potential Suppliers or selected respondents to the ROI process. Receive, review and evaluate the RFP Phase 1 Responses within the context of the Target Strategic and IS Plans. Amend plans as appropriate. Consider how the proposed solution would serve and support the current and future Business Processes. Develop initial high-level Check List of functional requirements for each of the key processes. Refine decision criteria. Evaluate, select and advise a Short List of Suppliers.	2 weeks - 6 months
Establish Strategic alignment with potential suppliers: Senior Management provides one-on-one Strategic Briefings and then each RFP1 Short Listed potential supplier makes a Strategic Impact presentation about their proposed solution to the Working Group. Consider how the solution would serve and support the current and future Business. As appropriate, amend plans, refine the decision criteria and review the high-level Check List of functional requirements for each key process. Refine and advise Short List of potential suppliers to undertake RFP2.	2 weeks – 3 months
Conduct RFP Phase 2 to develop and identify the best possible solution: Incorporate preferred aspects from the Phase 1 responses into the Check Lists, develop and issue RFP Phase 2 to the Short List Suppliers. Receive, review and evaluate the RFP Phase 2 Responses within the context of the Target Strategic and IS Plans. Consider how the solution would serve and support the Business now and into the future. Select Short List of potential suppliers and invite them to refine and then formally present their proposal , including their draft implementation plan, to the Working Group and the Key Users. Progressively evaluate, conduct reference site visits and select the Preferred Supplier(s).	2 weeks - 6 months
Contract Negotiations: Negotiate and agree a Performance based contract with the Preferred Supplier(s). Agree detailed Implementation Plan, programme / project management, acceptance and performance criteria. Formalise contract and initiate implementation.	1 week - 6 months
Action the agreed Information Systems Implementation Plan to completion. Keep a watching brief over agreed implementation plan to fulfil the project objectives and realise the target Business Benefits.	1 - 18 months

All costs incurred in responding to any RFP are met by the potential suppliers who choose to participate in the process. The customer reserves the rights to vary the requirements outlined in the RFP, select partial proposals from a range of suppliers or not purchase any of the proposed offerings.