DecisionDirector RFP Response





RFP Response and Evaluation Process Overview

Proposals for enterprise software (ERP, CRM, LMS, etc.) can be very complex. For the purpose of making a fully informed buying decision, buyers would ideally have access to all of the necessary information about the products, tools, technologies, and services proposed by each vendor. Unfortunately, the complexities, permutations, and volume of information required to present full disclosure make it exceedingly difficult for vendors to easily provide

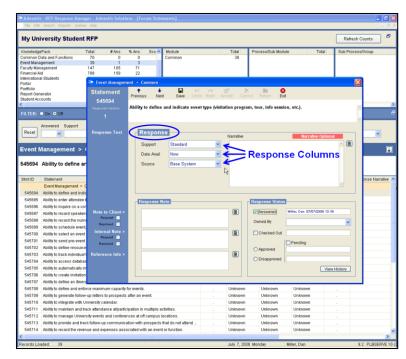
that information, and challenging for buyers to

analyze it.

Therefore, to achieve a reasonable balance between the desire for information and the reality of obtaining and analyzing it, Advantiv's DecisionDirector® and DD2 RFP Response Manager systems ask that vendors provide three pieces of information in response to each individual requirement.

DD2 is shown to the right, with blue arrows pointing to the three "response columns" that are mentioned above and described below.

These "response columns" are:



| Column | Description |
|-----------|--|
| Support | Identifies whether support for the requirement is Standard, available as an |
| | added-cost option, attainable through some form of product modification or |
| | development, or not attainable at all. |
| DateAvail | States the timeframe in which support for the requirement will be available. Is it |
| | available now, or will it become available sometime in the future? |
| Source | Specifies how support for the requirement is actually provided, e.g. is it provided through application software that the vendor owns, or through tools that the customer must use in order to achieve the result, or via a third party application or tool. |
| | Vendors provide us with a list of applications and tools. They then choose from that list the application or tool that best satisfies each individual requirement. |

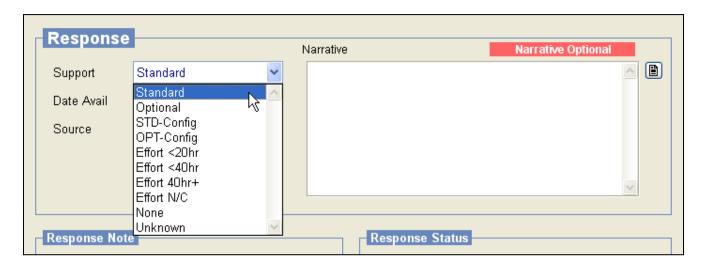




The following sections define each of these response columns and their respective valid values.

Response Column: "Support"

Definition and Valid Values



The **Support** column is used to determine **if** the vendor supports the requirement and, **if so**, whether that support is "built-in" to the vendor's proposed offering, or is available as an added-cost option, or is achievable with some level of additional effort.

The table below lists the valid values for the Support column, along with a definition of each valid value.

| Valid Values | Definition |
|-----------------------|--|
| Standard (Default) | Vendors will select Standard if the requirement is satisfied as a standard part of the proposed solution, and that the associated cost is included in the price. |
| Optional | Vendors will select Optional if the requirement is satisfied by an optional part of the proposed solution, and that option would be made available at additional cost to the buyer. |
| | While it may seem illogical for a vendor to respond to a stated requirement with something that is "optional", vendors who elect to do so typically have determined that certain requirements may not be critical, and are therefore able to offer the buyer a reduced overall price if the buyer is willing to forego those requirements. |
| STD-Config | Vendors will select STD-Config if the requirement is satisfied as a standard part of the proposed solution - but requires <u>significant</u> <u>configuration be performed by the customer</u> (or software implementer) to function. |
| OPT-Config | Vendors will select OPT-Config if the requirement is satisfied by an optional part of the proposed solution but requires <u>significant</u> <u>configuration be performed by the customer</u> (or software implementer) to function. |



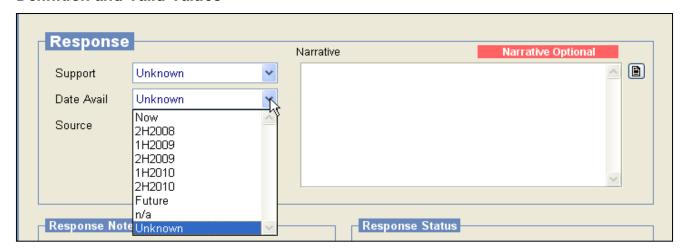


| Valid Values | Definition | |
|---|---|--|
| Effort < 20hr | If the requirement is not satisfied "out of the box", but can be achieved with some | |
| Effort <40hr | reasonable level of customization effort on the part of the customer's staff or the | |
| Effort <100hr+ | vendor's staff, the vendor will select one of the "Effort" values. | |
| Effort 100hr+ | | |
| Effort Dup/Group These values attempt to provide a rough but non-binding estimate of amount | | |
| Effort No Est | that an appropriately trained person would need to satisfy the requirement. For example, | |
| Effort N/C | the effort may entail customization of the vendor's main software, or it may entail the creation or modification a report or query using the vendor's proposed query and | |
| | reporting tool. | |
| Important Note: | N=65 | |
| Modifications to the | "Effort <20hr" - vendor estimates that the requirement can be satisfied with an investment of 20 hours or less – at customer expense (time or money or both). | |
| vendor's main | "Effort 40hr" wander estimates that the requirement can be estimated with an | |
| software may or may not be compatible | "Effort <40hr" - vendor estimates that the requirement can be satisfied with an investment of 20 to 40 hours or less – at customer expense. | |
| with future releases of | "Effort <100hr" - vendor estimates that the requirement can be satisfied with an | |
| the vendor's product. Vendors should use | Eliote - Louis Vendor estimates that the requirement can be satisfied with an | |
| the narrative portion | "Effort 100hr+" - vendor estimates that the requirement would require more than | |
| of their proposal to | 100 hours of effort to satisfy – at customer expense. | |
| clearly state their | , i | |
| policy with respect to customizations. | "Effort Dup/Group" - vendor has determined that this requirement is either a duplicate of another requirement, or is a member of a group of related requirements. Further, the vendor has determined that some customization will be required to satisfy this requirement, and has included an estimate of the effort as part of the response to the *first* occurrence of this requirement. The vendor should use the Narrative textbox to provide a reference to that first occurrence. Any such effort would be undertaken at customer expense. | |
| 1 | Castomer expenses | |
| | "Effort No Est" - to be read as "Effort Required but No Estimate Given", the vendor uses this value to indicate that the requirement would require some customization effort at customer expense, but does not provide an estimated amount of effort. | |
| | "Effort N/C" indicates that the vendor will do the work at no additional expense to the customer. | |
| | Note: <u>Customization and configuration are not the same things.</u> If the product merely requires configuration and not customization, then Effort does not apply. STD-Config or OPT-Config should be used to indicate the need for configuration (see above). | |
| None | Vendors will select None if the requirement cannot be satisfied in a technically or economically feasible manner. | |
| Unknown | Vendors may select Unknown <u>during the course</u> of their response effort as a "tickler" if they must do some additional research to determine the correct answer. Items answered with Unknown should be resolved prior to the due date of the RFP response. If any column is left as Unknown, the requirement will be deemed unsupported. | |



Response Column: DateAvail

Definition and Valid Values



The **DateAvail** column is used to determine **when** the vendor's support for the requirement will be available. Ideally, support would be available immediately, but in some cases support may be anticipated in an upcoming release of an application or tool.

The following table lists the typical valid values in the DateAvail column. Those that refer to a specific date range, such as 2H2008, will, of course, change with time.

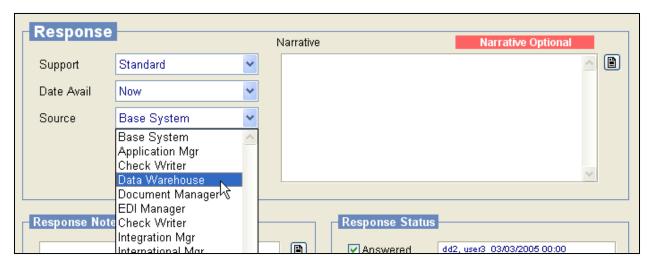
| Valid Values | Definition |
|---------------------|---|
| Now (Default) | Vendors select Now if support for this requirement is immediately available. This means that the currently available release of the application or tool being |
| (Derault) | proposed will satisfy the requirement. |
| | If a Config or Effort value is presented in the Support column , and the vendor's |
| | application or tool to be configured or customized is <i>currently available</i> , then Now is an acceptable response. |
| 2H2008 | Vendors select 2H2008 (or the then-current date ranges) if support for this requirement is scheduled for availability in the second half of the calendar year 2008 – and the vendor is willing to contractually commit to such availability. |
| 1H2009 | Vendors select 1H2009 if support for this requirement is scheduled for availability in the first half of the calendar year 2009 – and the vendor is willing to contractually commit to such availability. |
| 2H2009 | Vendors select 2H2009 if support for this requirement is scheduled for availability in the second half of the calendar year 2009 – and the vendor is willing to contractually commit to such availability. |
| 1H2010 | Vendors select 1H2010 if support for this requirement is scheduled for availability in the first half of the calendar year 2010 – and the vendor is willing to contractually commit to such availability. |
| 2H2010 | Vendors select 2H2010 if support for this requirement is scheduled for availability in the second half of the calendar year 2010 – and the vendor is willing to contractually commit to such availability. |
| Future | Vendors select Future if support for this requirement is anticipated but not yet scheduled. |
| n/a | Vendors select "n/a" if the Support column value is "None". |



| Valid Values | Definition |
|---------------------|--|
| Unknown | Vendors may select Unknown <u>during the course</u> of their response effort as a "tickler" if they must do some additional research to determine the correct answer. Unless Support = None , items answered with Unknown must be resolved prior to the due date of the proposal. If any column is left as Unknown, the requirement will be deemed as unsupported. |
| Olikilowii | "tickler" if they must do some additional research to determine the correct answer Unless Support = None , items answered with Unknown must be resolved prior |

Response Column: Source

Definition and Categorizations



The Sourc e colum n identifies the specifi c application or tool that the

vendor has proposed to satisfy the requirement. In the sample shown above, generic names like "Base System" and "User Tool 1" are used as examples to reflect the fact that the vendor specifically identifies each product or tool. In actuality, names like "Banner", "Colleague", "PeopleTools", "Crystal Reports" or "Schedule 25" would be used.

While the Source column will present as valid values the actual names of the applications and tools that each vendor is including in their proposal, in order to facilitate "apples-to-apples" evaluations and comparisons, we work with each vendor to **categorize** their applications and tools according to the definitions found in the following table:

| Category | Definition |
|-------------|---|
| Base System | The Base System category encompasses primary <u>applications</u> such as Student, Finance, HR/Payroll and Advancement, (and their fundamental technologies other than databases) that: |
| | are owned by the vendor are fully and directly supported by the vendor, and whose product enhancements are fully determined by the vendor. |
| | For most vendors, this means those software applications that they have developed or acquired, and which constitute the core of their overall market offering. |





| Category | Definition | | |
|---|--|--|--|
| 3 rd Party App - | The 3rd Party App - Integrated category encompasses those <u>applications</u> and | | |
| Integrated | application modules that: | | |
| | are not owned directly by the vendor but which are instead licensed by the vendor and tightly coupled to the vendor's own applications are fully and directly supported by the vendor as if they were owned by the vendor, and whose product enhancements may be influenced, but are not controlled by the vendor. For most vendors, this means software applications such as Microsoft's Great Plains Business software or PowerFAIDS by CollegeBoard, for example, around which the vendor has built deep competencies for implementation and support. | | |
| | | | |
| 3 rd Party App - API-Only | The 3rd Party App - API-Only category encompasses those third party <u>applications</u> and <u>application modules</u> that are included in the vendor's proposal, and for which the vendor provides and supports API's (or other interfaces). The vendor does not provide support for the third party application, and has little or no influence over enhancements made to that application. | | |
| | of no influence over enflancements made to that application. | | |
| 3 rd Party App - Non-Integrated | The 3rd Party App - Non-Integrated category encompasses those third party applications or application modules that are included in the vendor's proposal, but for which the vendor does not provide interfaces . The vendor does not provide support for the application, and does not influence enhancements. Note: It may be possible that, for some third party apps, interfaces may not be necessary. The vendor should note this in their source column documentation (see next section, "Vendor Documentation of Source Categorizations"). | | |
| User Tool 1 User Tool 2 | In general, the term " user tools " encompasses products such as query and report writers that <u>end users</u> can be trained to use in order to satisfy their own needs and requirements. | | |
| | For some requirements, support for the requirement is built into the tool, as in the case of pre-written reports. In these cases, the vendor will select either the Standard or Optional value in the Support column. | | |
| | For other requirements, the end-user will need to use the tool to create or modify something such as a query or report in order to satisfy the requirement. In these cases, the vendor will provide a rough estimate of this level of effort by selecting an Effort value in the Support column. | | |
| | The User Tool 1 category refers to those user tools that are owned and supported directly by the vendor, or are not owned by the vendor but are supported directly by the vendor as if they <i>were</i> owned. | | |
| | The User Tool 2 category refers to those users tools that are not owned or supported by the vendor. | | |
| DBMS/DBA Toolset | In general, the DMBS/DBA Toolset category refers to those management tools that are inherent within the database technology proposed by the vendor. These are not to be considered applications because they don't perform the functions of | | |



| Category | Definition |
|----------------|--|
| - | an application, nor are they considered user or developer tools. |
| | Although most vendors provide direct support for the database and its database management tools, we request that vendors specifically explain the support services they provide in this area. This explanation would be included in the narrative portion of the proposal. |
| Developer Tool | The Developer Tool category encompasses those <u>application</u> development and |
| | maintenance tools that the <u>customer's technical staff</u> can be trained to use in order to maintain or enhance the vendor's application. |
| | As with user tools, the selection of a developer tool implies some level of time, |
| | cost, and effort on the part of the technical staff is required to achieve the desired capability. |
| Customer- | The "Customer-Provided" category is provided to allow vendors to indicate that |
| Provided | the customer is free to use software or tools of their own choosing, provided that |
| | the choice meets the criteria, if any, set forth by the vendor in the definition of |
| | the specific source column value. "ODBC-Compliant Report Writer" is an example. |
| n/a | Vendors select "n/a" if the Support column value is "None". |
| Unknown | Vendors may select Unknown <u>during the course</u> of their response effort as a |
| | "tickler" if they must do some additional research to determine the correct answer. |
| | Unless Support = None , items answered with Unknown should be resolved prior |
| | to the due date of the proposal response. If any column is left as Unknown, the requirement will be deemed as unsupported. |

Vendor Documentation of Source Categorizations

As part of their proposal, vendors will:

- acknowledge their awareness and understanding of the source categories in writing, and
- provide the customer with a complete list of all Source column values, including the name and
 description of the application or tool and the category to which each application or tool has been assigned,
 and a brief statement explaining how the categorization was determined. An example of what vendors will
 provide is shown below.

Sample of a Vendor-Provided Source Column Value Definition and Categorization Document

| Source Column Value | Source Column Category |
|---------------------|------------------------|
| Student Sys | Base System |
| | |

Student Sys is the name of our primary student information and management system. We own, maintain, and enhance this application.

Sample of a Vendor-Provided Source Column Value Definition and Categorization Document (continued)



| Source Column Value | Source Column Category |
|---------------------|--|
| Great Plains | 3 rd Party App - Integrated |

We are an authorized reseller for Microsoft's Great Plains Business software. We deliver and maintain all the necessary interfaces between Great Plains and Student Sys, and provide direct technical and end-user support for the Great Plains applications.

| Source Column Value | Source Column Category |
|---------------------|------------------------|
| Crystal Reports | User Tool 1 |

We are an authorized reseller for Business Object SA's Crystal Reports reporting tool. We deliver and maintain a large number of reports built in Crystal. We provide training and front-line support for the Crystal product.

RFP Response Column Sample Combinations

The following table lists a sampling of valid combinations of response column values or categories, and a brief description of what each combination means.

| Support | DateAvail | Source Category |
|----------|------------------|-----------------|
| Standard | Now | Base System |

The requirement is satisfied immediately, at no additional expense to the customer, by ERP application software that is owned and maintained by the vendor. This is the most desired response to functional requirements and is also the most common response.

Standard Now 3rd Party App - Integrated

The requirement is satisfied immediately, at no additional expense to the customer, by ERP application software that is not owned by the vendor but is fully and directly supported by the vendor. Those vendors who, for example, deploy major applications such as PowerFAIDS in lieu of their own financial aid system commonly use this response.

Standard Now User Tool 1

The requirement is satisfied immediately, at no additional expense to the customer, through queries or reports, etc, that are delivered by the vendor for use within the designated user tool. The tool is owned and supported by the vendor.

Effort < 20hr Now User Tool 1

The requirement can be met through the tool-enabled creation (or modification) of a screen, query, report, et cetera, performed by a trained end-user. The tool is owned and supported by the vendor, and the capabilities necessary to satisfy the requirement are immediately available. The vendor estimates that the trained user can accomplish this task in 20 hours or less.

Standard Now 3rd Party App - API-Only

The requirement is satisfied immediately, at no additional expense to the customer, by an application module that is owned by a Third Party, and for which the vendor provides and supports built-in API interfaces between the vendor's base system(s) and the third party app.

Standard Now 3rd Party App - Non-Integrated

The requirement is satisfied immediately, at no additional expense to the customer, by an application or module that is owned by a Third Party, but for which the vendor provides no interfaces or support.

| Effort 40hr+ | Now | Base System |
|--------------|-----|-------------|
|--------------|-----|-------------|





Support DateAvail Source Category

The requirement can be met through modification of <u>existing</u> code and structures within the vendor's designated ERP application. The vendor estimates that this effort will take more than 40 hours to accomplish.

Standard 2H2009 Base System

The vendor states, and will commit contractually, that the requirement will be satisfied in the second half of calendar year 2009 as a result of a planned enhancement to the designated ERP application.

Optional Now Base System

The requirement is satisfied immediately by ERP application software that is owned and maintained by the vendor, but is being offered as additional cost option to the customer.

Effort <40hr Now Developer Tool

The requirement can be met with less than 40 hours of effort on the part of a technician, using the Developer tool.

Standard Now DBMS/DBA Toolset

The requirement is immediately met by the functionality inherent in the proposed database management tool.

Effort N/C 1H2009 Base System

The vendor will modify the base system, at no charge to the customer, in order to meet the requirement. This modification will be available no later than the end of the first half of calendar year 2009.





RFP Response Column Valid Combinations

The following table lists the valid combinations of values and categories for the RFP response columns.

| Support | DateAvail | Source Category | Remark |
|---|---------------------------------|--|--|
| Standard Optional STD-Config OPT-Config Effort <20hr Effort <40hr Effort <100hr Effort 100hr+ Effort Dup/Group Effort N/C | Now Any Date Range Future | Base System 3 rd Party App - Integrated 3 rd Party App - API-Only 3 rd Party App - Non- Integrated User Tool 1 User Tool 2 DBMS/DBA Toolset Developer Tool Customer-Supplied | Other than None, n/a, and Unknown, all permutations of valid values are allowed. |
| None | n/a | n/a | This combination indicates that the vendor does not support the requirement. |
| Unknown or Any | Unknown or Any | Unknown or Any | The vendor may use the Unknown value in any column during the course of the RFP response. If any column is left as Unknown, the requirement will be deemed as unsupported. |





RFP Response Analysis and Scoring Methodology

In order to provide vendors with the benefits of a response collection mechanism that remains consistent from one project to the next - **and** - offer customers the flexibility to interpret and score vendor responses as they see fit, DecisionDirector provides a flexible response analysis and scoring methodology that is based upon customer-defined response point and grade assignments.

Point Assignment and Automatic Scoring

By default, vendor responses are assigned points and are scored automatically. Each column's value or category is assigned a certain point value. Default point assignments are shown in the table below.

For each requirement, the column points are totaled, thus giving the total score, or rating, for that requirement. If any column has zero points, the total score for the requirement shall also be zero. **Vendors will be compared based on their total scores achieved** for all requirements in the RFP, by application, and also by module.

In addition to score comparisons, DecisionDirector will also produce a **high-level fit/gap analysis** that is based upon a point-based fit/gap threshold. **The default fit/gap threshold is 270 points**. Requirement responses that receive a total score of 270 or greater will be deemed as a fit. Responses that score less than 270 will be classified as a gap.

RFP Response Default Point Assignment Table

| Support | Points |
|------------------|---------------|
| Standard | 100 |
| Optional | 100 |
| STD-Config | 100 |
| OPT-Config | 100 |
| Effort <20hr | 50 |
| Effort <40hr | 40 |
| Effort <100hr | 20 |
| Effort 100hr+ | 10 |
| Effort Dup/Group | 50 |
| Effort No Est | 0 |
| Effort N/C | 85 |
| None | 0 |
| Unknown | 0 |
| No Answer | 0 |

| DateAvail | Points |
|---------------------|---------------|
| Now | 100 |
| 2H2008 ¹ | 80 |
| 1H2009 | 65 |
| 2H2009 | 50 |
| 1H2010 | 35 |
| 2H2010 | 20 |
| Future | 5 |
| n/a | 0 |
| Unknown | 0 |
| No Answer | 0 |

| Source Category | Points |
|--|--------|
| Base System | 100 |
| 3 rd Party App - Integrated | 85 |
| 3 rd Party App - API-Only | 70 |
| 3 rd Party App - Non-Integrated | 50 |
| User Tool 1 | 85 |
| User Tool 2 | 60 |
| DBMS/DBA Toolset | 100 |
| Developer Tool | 85 |
| Customer-Supplied | 50 |
| n/a | 0 |
| Unknown | 0 |
| No Answer | 0 |

Customers have the option of adjusting these point assignments, as well as the fit/gap threshold. Customers also have the option of adding scoring weights individual requirements and also to sections of requirements. They also have the option of providing a *response score multiplier* to any Support, DateAvail, or Source Category entry. A score multiplier, if used, typically serves to reduce the overall score an item receives. For instance, if the customer elects to give no credit to anything with a DateAvail of "Future", they can assign that value a score multiplier of zero to that value, and any response that includes "Future" will receive a total score of zero. Scoring tables and weights may or may not be communicated to the vendors, at the customer's sole discretion.

¹ The dates shown here assume, for the sake of example, an RFP release date sometime in the second half of calendar year 2008. The list of valid date ranges would, of course, be adjusted to reflect the actual date of RFP release, and the point allocation for each successive period would follow the pattern shown above. © 2005-14, Advantiv Solutions, LLC. Proprietary to Advantiv Solutions. All rights reserved.





Customer-Defined Response Grading

In addition to point-based scoring, DecisionDirector also supports response grading. In this method, the customer can determine which response values and categories are to be interpreted as "meeting the need", and which do not.

For each requirement, vendors will be deemed as meeting the need if the customer deems each of the three response column values and categories as meeting the need.

Optionally, customers may choose to employ both methods, using one as a primary scoring method (typically the response grade), and the other as a secondary scoring method (typically the response score). In the event of a tie or a very close grade-based evaluation, the response score could be used to further clarify the differences between the vendors.

The table below is an example of what a customer may provide as their response evaluation matrix. In this case, the customer has defined the response grades as well as the response point assignments and fit/gap threshold:

University X Vendor Response Evaluation Matrix Fit/Gap Threshold = 285

| Support | Points | Meets Need |
|------------------|--------|---------------|
| Standard | 100 | Yes |
| Optional | 90 | Yes |
| STD-Config | 100 | Yes |
| OPT-Config | 90 | Yes |
| Effort N/C | 80 | No |
| Effort <20hr | 50 | No |
| Effort <40hr | 20 | No |
| Effort <100hr | 5 | No |
| Effort 100hr+ | 0 | No |
| Effort Dup/Group | 80 | No |
| Effort No Est | 0 | No |
| None | 0 | No |
| Unknown | | |

| DateAvail | Points | Meets Need |
|---------------------|--------|---------------|
| Now | 100 | Yes |
| 2H2008 ² | 75 | No |
| 1H2009 | 60 | No |
| 2H2009 | 40 | No |
| 1H2010 | 20 | No |
| 2H2010 | 10 | No |
| Future | 5 | No |
| n/a | 0 | No |
| Unknown | 0 | No |

| Source Category | Points | Meets Need |
|--|--------|---------------|
| Base System | 100 | Yes |
| 3 rd Party App - Integrated | 95 | Yes |
| 3 rd Party App - API-Only | 85 | Yes |
| 3 rd Party App - Non-Integrated | 75 | No |
| User Tool 1 | 100 | Yes |
| User Tool 2 | 85 | Yes |
| DBMS/DBA Toolset | 100 | Yes |
| Developer Tool | 80 | No |
| Customer-Supplied | 80 | No |
| n/a | 0 | No |
| Unknown | | |
| | | |

The customer may or may not publicize the response evaluation matrix and, similarly, may or may not choose to provide vendors with advance notice of the evaluation matrix.

Customer-Defined Response Column Aliases

Finally, in order to simplify the review of some of response analysis reports, customers may wish to define aliases for the response column values. These aliases would be used in certain analysis reports in lieu of the actual values provided by the vendor. For instance, if the customer determines that the only value in the DateAvail column that meets the requirement is "Now", the customer may specify the term "Future" as an alias for all the other date values. Likewise, the customer may choose the term "Non-Standard" for all Support column values other than "Standard", "None" and "Unknown".

Note: Aliases do not change the vendor's actual response values. Actual values will always be available for reporting and analysis.

Questions?

Please contact Advantiv Solutions, support@advantiv.com, 866.966.2911 x103

² The dates shown here assume, for the sake of example, an RFP release date sometime in the second half of calendar year 2008. The list of valid date ranges would, of course, be adjusted to reflect the actual date of RFP release, and the point allocation for each successive period would follow the pattern shown above. © 2005-14, Advantiv Solutions, LLC. Proprietary to Advantiv Solutions. All rights reserved.



Sample Screenshot from DD2 RFP Response Manager

