APPENDIX

EXAMPLE OF A REQUEST FOR INFORMATION FOR SUPPLY MANAGEMENT AND PROCUREMENT

As noted in Chapter 16 (*Money—Making the Business Case*), proceeding down the path of technology evaluation and tool selection requires considerable homework plus the ability to build a compelling business case. A request for information (RFI) can be a valuable part of that process.

The following pages provide an example of a comprehensive RFI, compiled from various industry sources, including Emptoris, Inc., and cover many areas of functionality that are of value to the supply management function. Although no RFI should be used "off the shelf" without careful consideration of applicability, the authors believe this example offers a useful, comprehensive checklist that can be used to build your own, tailored RFI.

STRUCTURE OF AN RFI

I. Your Company .....
   A. Company Profile .....
   B. Long-Term Vision and Strategic Plans .....
   C. Depth of Experience and Customer References .....
II. Your Product's Functionality .....
   A. Spend Analysis .....
      i. Data Cleansing and Normalization .....
      ii. Data Enrichment and Classification .....
      iii. Spend Analysis Reporting .....

B. Sourcing .....
i. RFx Creation .....
ii. Line-Item Administration .....
iii. Supplier Selection .....
iv. Bidding Rules .....
v. Supplier Response and Messaging .....
vi. Bid Scoring and Comparison .....
vii. Multistage Negotiation .....
C. Optimization .....
D. Contracts .....
i. Contract Repository .....
ii. Contract Creation, Negotiation, and Approval .....
iii. Contract Compliance and Reporting .....
E. Enterprise Application Integration.....
F. Supplier Performance .....
G. Program Management .....
i. Program and Category Management .....
ii. Profile and User Maintenance .....
iii. Project Management .....
H. Internationalization .....
I. Integration .....

I. YOUR COMPANY

Provide information on the following (the more detail the better):

A. Company Profile

1. Core business, mission, and vision statements
2. Organization and structure
3. Locations—identifying all locations that will be used to support this project and the operations handled from these locations
4. Total number of employees and contractors (each of the last 3 years)
5. Number of employees and contractors focused on supply management—total and by major department (each of the last 3 years)
6. Strategic milestones achieved by your company (number of new customers, dollars of private financings committed, rate of new bookings, etc.)
7. Strategic relationships with other related suppliers—stating all subcontractors and outsourced services to be used in implementing the supply management solution

B. Long-Term Vision and Strategic Plans

1. What future enhancements are currently planned for product? How do these enhancements position it for market leadership?
2. How do you plan to support emerging technologies and industry standards?
3. What is your primary target market? Does the target market have the right products to be successful against this target?

C. Depth of Experience and Customer References

1. Provide specific examples of industry recognition and customer success that demonstrate a proven track record of successfully providing supply management solutions.
2. Provide a list of reference customers, including contact information.

II. YOUR PRODUCT'S FUNCTIONALITY

Provide detailed information explaining how product addresses each of the following requirements:

A. Spend Analysis

i. Data Cleansing and Normalization

1. Cleanse spend data from different sources to make data capable of being analyzed.
2. Cleanse and classify data regardless of language.
3. Normalize the cleansed spend data to make it comparable.

ii. Data Enrichment and Classification

1. Classify the normalized and cleansed spend data by vendor. What different types of classification does product provide? Can it normalize disparate vendor names into one clean vendor master name automatically on a repeatable basis? How does it handle acquisitions and divestitures?
2. Classify the normalized and cleansed spend data by product category. What core data classification technologies are used for data classification, i.e., (a) artificial intelligence techniques such as neural networks; (b) rules-based mapping; or (c) other? Does product allow spend to be mapped to multiple commodity taxonomies (e.g., UNSPSC and customer internal taxonomy)?

3. Support rules-based classification through which rules may be defined to classify spend data. Does product support user-defined rules precedence hierarchies to automatically resolve conflicts between rules? Can it automatically convert feedback submitted by end users through the system into classification rules for a closed-loop classification feedback mechanism?
4. Support autoclassification and machine learning to automatically capture knowledge for continuous improvement and accuracy of spend classification. Does it allow end users to specify a minimum degree of confidence required for a classification to be applied? How many different classification algorithms does product apply to address variety in the quality and type of data available?
5. Allow end users to review and approve or reject classifications. In the review process, does it allow users to filter and sort the spend classifications to address those with the largest impact first? Is the approval or rejection of spend classifications automatically captured and incorporated in a classification knowledge base that drives autoclassification to provide greater accuracy during future analysis cycles?
6. Provide accurate classifications. On average, what percentage of line items of spend data is accurately classified by product in the first one-to-three analysis cycles? On average, what percentage of line items of spend data is accurately classified by product after the first three analysis cycles? Please note differences, if any, between results for direct materials, MRO, and indirect goods, and services.
7. Allow for manual correction or identification of ambiguous or unclear classifications.
8. Provide for end-user data review and automated feedback of corrections to further enhance quality and establish buy-in.
9. Leverage external data sources (e.g., supplier Web catalogs) to enrich item-level data when deep granularity is required and customer data is lacking.
10. Support enhancing the spend data with additional attributes (e.g., credit, performance, supplier parent-child relationship data, supplier diversity status).

iii. Spend Analysis Reporting

1. Provide reports for analyzing spend patterns. How extensive are product's reporting capabilities? Does it support queries, drill-

down, aggregation, summarization, and summary reports? How many predefined reports does product provide? Does it support analysis of different dimensions, such as market, product, suppliers, and the internal organization and its hierarchies? Can the user create a personalized profile of analytics?
2. Are downloads to Microsoft Excel or Word possible?
3. Are pivot tables provided without having to download to Excel?
4. Automatically identify sourcing opportunities using analytics and generate sourcing events based on spend data. Can product automatically identify high-value savings opportunities based on spend data attributes? Does it support persistence of business rules for opportunity identification across all spend data refreshes?
5. Support the identification of spending with approved versus non-approved suppliers and on-contract versus off-contract spending. Can product analyze transactions for control/process violations, potential fraud, and efficiency? Can product report contract price variances and price discounts that are not captured?

B. Sourcing

i. RFx Creation

1. Enable buyer to create an original RFx from scratch or an RFx from a template:
   a. Allow the creation of RFx templates. Buyer can save an RFx as a template.
   b. Provide a level of authority specific to the creation and maintenance of templates (i.e., Site Administrator).
   c. Allow the maintenance and updating of templates.
2. Allow buyer to add attachments to further define the RFx.
3. Allow RFx to be saved in "Draft" status for future modification, prior to publication.
4. Allow buyer to delete an RFx, if buyer is the "owner" and RFx is in "Draft" status
5. Allow RFxs to be imported.
6. Support multiple RFx types, including RFI, RFQ, and reverse auction.
7. Support multistage negotiations, such as RFI_RFQ_Auction.
8. Support RFxs with hundreds or thousands of individually priced items.
9. Support multiple currencies for bidding.

10. Aggregate demand across multiple items and RFxs to leverage purchasing volume.
11. Provide buyer with a list of RFxs by status (i.e., "Draft," "Open," "Closed," etc.) sorted by date and other fields.
12. Provide buyer with a list of RFxs with "new" bids and other supplier activity.
13. Provide buyer with summary statistics, including number of RFxs by status, etc.

ii. Line-Item Administration

1. Allow buyer to add unlimited number of line items to further specify goods or services to be purchased.
2. Provide buyer with an item template from the category tree that includes prepopulated item attributes.
3. Support creation of multiple bid attributes, other than price:
   a. Allow buyer to specify attributes which contribute to a "total cost" calculation.
   b. Allow buyer to create total cost formulas based on arithmetic operations, logical, and comparison functions.
4. Allow buyer to add an unlimited number of custom line-item attributes. Support multiple attribute types including "Text," "Currency," "Real or Numeric," "Decimal," "Date/Time," "Boolean or Yes/No," "Selection," or "Formula" and allow user to define acceptable values and ranges for each type:
   a. Allow buyer to enter preferred or default values for attributes.
   b. Allow buyer to specify attributes as automatically or manually scored and create scoring schema for automatically scored attributes.
   c. Allow buyer to delete line-item custom "Attributes" while still in "Draft" status.
   d. Allow buyer to assign a weight to "Negotiable" line-item attributes.
   e. Allow buyer to specify negotiable "Attributes" that will be scored manually by buyer.
   f. Allow buyer to specify header attributes as "Required" or not.
   g. Allow "Required" header attributes to be weighed for level of importance to buyer.
   h. Allow buyer to specify attributes, values, and weights, which are not revealed to supplier

   i. Support the ability for different line items to have different attributes.
5. Allow buyer to assign attachments to the line item.
6. Allow line items, definitions, and attributes to be imported.

iii. Supplier Selection

1. Provide buyer with access to a list of suppliers. Allow buyer to select suppliers for participation.
2. Allow buyer to selectively invite supplier to see and bid on entire RFx, specific categories, or specific items
3. Allow buyer to select suppliers based on commodity assignments.
4. Allow buyer to search for suppliers based on profile attributes (i.e., "select or approved," "minority owned," etc.)
5. Allow buyer to invite suppliers from a supplier-qualification RFI based on their scores in that RFI.
6. Allow buyer to view list of supplier performance factors (scorecards) with values and weights to be utilized in scoring process.
7. Provide buyer with a list of supplier users for suppliers selected. Allow buyer to specify specific users for notification and participation.
8. Send an e-mail to all suppler users in the supplier organization to notify of invitation to participate in RFx.

iv. Bidding Rules

1. Allow buyer to specify that partial bids are acceptable and partial awards are possible.
2. Allow buyer to specify that bundled line-item bids are possible.
3. Allow buyer to configure bidding rules based on the auction type, including prebidding, reserve price, starting price and historic price, currency, must-beat best bid, must-beat your best bid, etc.
4. For reverse auction, require bidding to take place in the currency buyer specifies in the configuration.
5. Allow bidders to submit an unlimited number of bids, subject to business rules (i.e., minimum, maximum, etc.).
6. Display bid information to buyer in real time. Allow buyer to see bids in a graphical format.
7. Display bid information to suppliers in real time based on buyer-defined rules.

   a. Ensure that all supplier names are not revealed to other suppliers.
   b. For reverse auctions, allow buyer to specify what will be "revealed" to the supplier, including supplier rank, number of other suppliers, other supplier scores, other supplier bids, etc.
   c. Automatically increment or decrement potential next bid as specified by buyer-defined bid Increment/Decrement.
8. Allow buyer to configure closing time, including date and time of close, extension rules, and duration:
   a. Enable buyer to establish "predefined" extension criteria prior to the auction and automatically extend auction based on criteria.
   b. Open RFx automatically at the given start Date/Time.
   c. Close RFxs automatically at the scheduled Date/Time.
   d. Allow buyer to manually open or close an RFx.
   e. Allow an RFx to be "Suspended," "Revised," or "Closed" once it is scheduled.
   f. Allow an RFx to be "Suspended" halting all activity, with buyer having the ability to "Reactivate" it.

v. Supplier Response and Messaging

1. Provide supplier with a list of RFxs in which supplier is participating by status and sorted by date or some other field.
2. Provide supplier with a list of new RFxs in which supplier has recently been invited to participate.
3. Provide supplier with a list of new "notifications" for all activity.
4. Provide supplier with a list of auctions by status and sorted by date or some other field.
5. Allow supplier to bid only when a RFx has a status of "Open."
6. Allow supplier to view the all aspects of the RFx that have been "revealed" by buyer.
7. Allow supplier to export the RFx and all supporting information.
8. Allow supplier to import bids for the RFx.
9. Allow supplier to create/maintain a bid for any one or many line items.
10. Allow supplier to enter values for any negotiable attributes on each line item on which the supplier is bidding.
11. Allow supplier to bid on bundled line-items as specified by buyer.
12. Allow supplier to create their own line-item bundles.
13. Allow supplier to specify volume discounts at the line-item level.

14. Allow supplier to specify discounts based on the total award volume (units or dollars).
15. Allow supplier to submit mutually exclusive bid sets that allow alternatives to be selected without splitting awards.
16. Allow bids in any currency and support currency translation.
17. Require supplier to bid in the currency specified in the RFx.
18. Allow the supplier to enter free text comments to supplement the bid.
19. Allow supplier to attach documents to the bid at the header and line-item level.
20. Allow supplier to save bid as a "Draft" to modify/submit at a later date.
21. Allow supplier to preview their bid score before submitting it to buyer.
22. Allow supplier to submit bid, sending an e-mail notification to buyer.
23. Allow supplier to view bid activity that buyer has specified to reveal, including number of other suppliers, other supplier bids, etc.
24. Allow supplier to attach documents to supplement the bid.
25. Offer suppliers real-time recommendations to optimize their response considering multiple factors, e.g., price, volume discounting, bundling, etc. (see *Optimization* below).
26. Provide real-time messaging to support online negotiations:
    a. Allow supplier to post a question to buyer.
    b. Allow buyer to post questions to a supplier (private) or all suppliers (public).
    c. Allow buyer to view all questions for an RFx.
    d. Allow buyer to answer a question via an e-mail to supplier.
    e. Send all questions and answers in e-mail to all associated users, in addition to being posted on the site.

vi. Bid Scoring and Comparison

1. Allow multiple buyer users (i.e., the "team") to manually score attributes or line items, which require manual scoring, and allow RFx "Owner" to tabulate individual user scores into an overall score for the bid.
2. Automatically calculate supplier score for each negotiable attribute within a supplier bid.

3. Automatically calculate a rolled-up score for each line item within a supplier bid.
4. Automatically calculate a rolled-up score for the entire supplier bid.
5. Automatically calculate a "total cost" based on the "Attributes" buyer specifies as contributing to the calculation.
6. Calculate a total score for the bid.
7. Allow buyer to perform "what if" analysis by modifying any one or many weights and having the system rescore the bid.
8. Facilitate total score comparison across all or selected suppliers.
9. Facilitate line-item score comparison across all or selected suppliers.
10. Allow buyer to print a RFx with all bids, history, and versions.
11. Allow buyer to export a RFx with all history and versions in text or other formats.
12. Allow buyer and suppliers to print and export a bid report with auction details and history after the auction is completed.

vii. Multistage Negotiation/Iteration

1. Allow buyer to utilize an existing or components of an existing RFx document as the basis for a reverse auction.
2. Allow buyer to utilize the results of a reverse auction in the bid analysis and award of an RFx.
3. Allow buyer to "Suspend" a "Pending" or "Open" RFx, halting any maintenance or bidding activity against the RFx. Notifications are sent by e-mail to all participants.
4. Allow buyer to "Reactivate" a suspended RFx, allowing maintenance and bidding activity to continue. Notifications are sent to all participants.
5. Allow a buyer to "Close" an RFx, preventing any further maintenance or bidding activity.

C. Optimization

1. Provide for sophisticated "what if" analysis of multiple sourcing scenarios. Does the recommendation support complex sensitivity analysis that factors in buyer constraints (e.g., vendor count, vendor type [e.g., supplier diversity, minority vendor], bid data [e.g., color, generic versus brand], supplier performance, and split award allocations)? Does it support alternative price analysis (e.g., virtual rate card) and the incorporation of local requirements or any aspect of category or item into decision criteria?

2. Provide graphical and tabular comparison of items, prices, performance scores, and suppliers.
3. Generate supplier recommendations based on data analysis. Does it optimize supplier recommendations and provide optimization-based feedback directly to suppliers based on an analysis of price factors, non-price factors, and any business constraints and requirements?
4. Allow buyer to create and save one or many "what-if" scenarios.
5. Support the following "what-if" scenarios:
   i. Lowest cost outcome for all items:
      a. Based on standard bids only—excluding bundles, business volume discounts, and alternate bids
      b. Excluding all alternate bids, but including bundles and business volume discounts
   ii. "Cherry picking" scenario, including bundles, business volume discounts, and alternates
   iii. Total cost awarding the entire business to the incumbent suppliers
   iv. Lowest cost for business unit:
      a. No bundles, no business volume discounts, no alternates
      b. By awarding at least 20% to one and at least 30% to another supplier
   v. Lowest cost for enterprise:
      a. No bundles, no business volume discounts, no alternates
      b. By awarding at least 20% to one and at least 30% to another supplier
   vi. Allow buyer to create award constraints for number of suppliers, supplier volume allocation, capacity allocation, geographic coverage, supplier status (e.g., minority or disadvantaged vendor), budget limits, delivery constraints:
      a. Comparative analysis of single sourcing versus multisourcing: awarding business to 1, then 2, then 3, etc. suppliers, each being awarded a minimum of 15%
      b. Comparative analysis for single sourcing with each of the invited suppliers
   vii. Factor in supplier key performance indicators and weights in the total score.
   viii. Allow buyer to exclude supplier profile "Attributes" from scoring for a specific award scenario.

ix. Allow buyer to modify any one or many weights, having the system rescore the bid and save each with an award scenario.

6. Provide buyer with an overall relative score for each award scenario based on bid scores and buyer-specified constraints.
7. Allow multiple suppliers to fill a single order.
8. Support the partial fulfillment of an order.
9. Automatically provide buyer with the optimal award scenario for each award scenario.
10. Allow buyer to award entire RFx to one supplier.
11. Allow buyer to award entire line item to one supplier.
12. Allow buyer to award multiple suppliers within a given line item.
13. Allow partial awards per line item if specified by buyer
14. Allow buyer to provide comments for an award.
15. Allow buyer to award a "bundled" bid.

D. Contracts

i. Contract Repository

1. Can contracts be grouped by organization, type, project, or other hierarchical structure in the contract repository?
2. Can the contract repository structure be modified on an ad hoc basis?
3. Can contracts be stored as .pdf, .doc, and imaged files within the contract repository?
4. Can a single contract be filed in different folders within the contract repository without replication?
5. Can master and subordinate agreements be linked in the contract repository?
6. How does the contract repository manage contract amendments?
7. Can contracts be searched by business terms?
8. Does the contract repository provide the ability for users to search for specific text within the documents?
9. Is there a file size limit to the number of contracts and other documents that can be stored within the repository? At what point is system functionality or speed compromised?
10. Can legacy contracts be stored in the contract repository?

ii. Contract Creation, Negotiation, and Approval

Contract Control

1. Provide an overview of the contract creation and control processes supported by product.
2. How are contract templates developed?
3. Does product control user access to contract clauses? Does product support alternate clauses? If so, is access to alternate clauses protected by security?
4. Describe the internal contract review and approval processes supported by product.
5. Can terms be captured from contract language in product?
6. Can contract data fields be added "on the fly" and associated with a contract?
7. Describe how master and vendor list properties are tracked by product.
8. Does product support percentage-based pricing?
9. Does product limit the number of line items in each contract?
10. Does product limit the number of fields in each line item?
11. Does product provide any contract configuration capabilities that reduce the level of knowledge and time required to request and create contracts?
12. Does product support the ability to natively manage contracts written on "other people's paper?"

Word Processing Capabilities

1. Does product support contract creation using Microsoft Word?
2. Does product support the ability to automatically send, receive, track, and file completed contracts via Fax?
3. Does product support contract creation through an online editor?
4. Does product support formatting with Microsoft Word?
5. Does product support customers' corporate standards for logos, headers, and footers?
6. Does product manage contract version control and data integrity?

Contract Negotiation

1. Provide an overview of the contract negotiation process supported by product.

2. Does product support both online and offline line negotiation with external parties?
3. Is an audit trail of all contract-related activity automatically captured and tracked during the negotiation process?
4. Does product record both internal and external comments during the negotiation process?
5. How does product enable users to manage their contract-related tasks?

Microsoft Word Integration

1. What versions of Microsoft Word are supported by product, if any?
2. Does product support contract negotiation using Microsoft Word?
3. Do edits made in Microsoft Word affect contract approval structures?
4. Does product automatically update terms entered using Microsoft Word?

Contract Execution

1. Can contracts be signed offline as paper contracts?
2. Does system support digital signatures?

iii. Contract Compliance and Reporting

Enforcing Compliance

1. Does product support internal compliance policies? If so, what business controls can be implemented in product?
2. Does product support supplier performance monitoring?
3. Does product enable purchase order and contract price matching?
4. Does product enable users to track the receipt of volume discounts?
5. How does product ensure that transactions comply with contract terms?
6. Does product help companies meet their own contractual obligations?
7. Does product support customers' business rules?
8. Does product provide executive visibility into all contracts company-wide?
9. Does product facilitate compliance with the Sarbanes-Oxley Act?
10. Describe product's ability to help customers identify supplier savings opportunities.

Contract Reporting

1. Provide an overview of product's reporting capabilities.
2. Does product include any predefined reports?
3. Does product have ad hoc query capabilities?
4. Does product provide multidimensional On-Line Analytical Processing (OLAP)-based analysis tools?
5. Does product provide forecasting capabilities?
6. Describe product's report-designing capabilities.
7. Does product enable customers to report on contract risk?
8. Does product allow users to format reports?
9. Is supporting documentation provided?
10. Does product include customized reporting portals for executives and other users?
11. Does product include any reports specifically designed to facilitate the audit process?
12. Can reports be organized in a customizable folder structure?
13. Can reports be scheduled by interval and by date?
14. Are reports compatible with future product releases?
15. Can reports be exported to Microsoft Excel?
16. Does product record key events in the contract life cycle within an activity log?
17. Are plug-ins required to use product's reporting module?
18. Can other reporting tools be used to obtain report data from your company's contracts?

E. Enterprise Application Integration

Describe product's integration framework:

1. Does product offer any prebuilt adapters for integration?
2. Does product provide tools for mapping contract objects to ERP system objects?
3. Does product support Web services?
4. Does product enable extension of Web services beyond standard services that may be delivered out-of-the-box?

Can product trigger actions by other enterprise systems?

1. Can product verify the compliancy of transactions performed by other systems?
2. Does product interface with systems from SAP?

3. Can product operate in an IBM WebSphere environment?
4. Does product guarantee delivery of information sent between systems?
5. Does framework operate in a manner that is noninvasive to integrated applications? Explain.
6. Does product interface with existing middleware technologies?
7. Does product support leading business-to-business standards such as Rosetta and XML (Extensible Markup Language)?
8. Does product support leading Web services standards such as SOAP (Simple Object Access Protocol) and WSDL (Web Services Description Language)?
9. Does product enable single-sign on?
10. Does product support LDAP (Lightweight Directory Access Protocol) password management?

F. Supplier Performance

1. Provide tools for collaborative scoring and evaluation of vendor performance based on KPIs and scorecards.
2. Support the creation of KPIs. Does product provide a KPI that is associated with a particular commodity, so only suppliers providing that commodity are evaluated on the given KPI?
3. Allow users to add an unlimited number of custom KPIs. Support multiple KPI types including "Text," "Currency," "Real or Numeric," "Decimal," "Date/Time," "Boolean or Yes/No," "Selection," or "Formula" and allow user to define acceptable values and ranges for each type.
4. Support the creation of scorecards based on individual KPIs.
5. Provide trend reporting across scorecards and KPIs, allowing users to compare a supplier's performance against other suppliers providing the same commodity.
6. Provide an "always-on" feedback mechanism through which any member of the organization may provide direct feedback regarding supplier performance. Roll this feedback up into KPIs.
7. Incorporate KPIs as factors in sourcing award decision making, and specify the weight they should play in the overall decision (see *Optimization* above).

G. Program Management

i. Program and Category Management

1. Provide an *n*-tier category tree (or model) that provides a centralized view into all information related to a category including: projects, spend, RFxs, items commonly sourced in the category, approved suppliers, suggested suppliers, predefined business terms required in contracts for the category, contracts, and supplier performance key performance indicators.
2. Provide a centralized view into all information related to a supplier, including spend, RFxs, approved categories, suggested categories, contracts, key performance indicators, and performance scorecards.
3. Provide buyer with a list of new "notifications" for all activity.
4. Provide buyer with a summary of and access to reporting.

ii. Profile and User Maintenance

1. Provide a two-tier supplier organizational hierarchy for organization and user.
2. Support specification of supplier geographic coverage in profile.
3. Support company addresses for mailing, shipping, billing, etc.
4. Allow the supplier user to maintain certain aspects of their profile (e.g., address) and not others (e.g., role).
5. Select valid commodities the supplier provides, facilitated by a commodity tree.
6. Provide a publicly accessible "supplier home page."

iii. Project Management

1. Allow buyer to specify a project, RFx, or contract "team," identifying and assigning other users who can/will participate in the process.
2. Support selective invitation of users to see only those items they are invited to see.
3. For projects, support different levels of project team member authorities, including owner (approve/sign-off), member or collaborator (write), and observer (read).
4. Allow project owner to maintain team member authorities.
5. Associate project templates with the commodity tree categories for which they have been created.
6. Allow buyers to search the commodity tree to locate project templates for use.

7. Support the ability for the owner (or team) to define a list of activities or tasks that must take place over the course of the project.
8. Allow tasks to be defined through textual description, dates, and custom attributes.
9. Allow owner to assign team members to tasks for responsibility and maintain those assignments.
10. Allow owner and team members to maintain task status.
11. Allow tasks to be designated as requiring owner and/or team member review or sign off before task is completed.

H. Internationalization

1. Allow for user profile-driven multilanguage capability.
2. Provide product documentation, interfaces, help screens, and error messages in languages X, Y, and Z. Does product support multiple languages and multiple currencies in the same instance for users across geographies? Can both Latin 1 and double-byte Asian languages be deployed in the same instance?
3. Provide (telephone) technical support in languages X, Y, and Z.

I. Integration

1. Allow single sign-on to supporting applications.
2. Allow category taxonomy and items to be populated and validated from external source (catalog).
3. Allow organization profile and information to be populated and validated from external source.
4. Allow user profile and information to be populated and validated from external source.
5. Support the ability to import an RFx document from an external source.
6. Allow award information to be exported to contract management and e-procurement applications.
7. Provide the ability for additional integration via EAI and messaging tools and/or point-to-point interfaces to external systems.

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