



Vendor Selection Process

Integrated Travel Solution



Background – Travel Process Streamlining

- Travel Process Streamlining workshop (12/8/14-12/12/14)

RECOMMENDATIONS

- ★ • Simplify policy, practice and process to focus on traveler making the best overall financial value decision.
- ★ • Provide tools to support travel planning and approval.
- ● • Encourage use of university contracted travel agencies and implement e-invoicing.
- ● ★ • Streamline and integrate travel advance process.
- • Create data analytics to improve institutional decision making.
- ▲ ■ ● ★ • Designate a university travel process owner for policy, process, services and systems.

▲ Single Owner ■ Focused Policy ● Consistent Process ★ Traveler Guidance



Background - Travel and Streamlining Initiative

“Overly cumbersome bureaucracy and unnecessarily complicated decision-making processes divert faculty, students and staff from activities vital to pursuing excellence in research, teaching and public engagement.” – President Garrett, August 2015

“Many opportunities were identified to reduce complexity and consolidate or redesign our administrative procedures including many of which that are already well on the way for implementation.” – Joanne DeStefano, Mary Opperman, and Paul Streeter, March 2016



Cornell University
Elizabeth Garrett
President

MEMORANDUM

TO: Provost, College Deans, and Vice Presidents
FROM: President Elizabeth Garrett
DATE: August 20, 2015
RE: Streamlining Academic and Other University Processes and Reducing Inefficiency

Cornell University aspires to be a global center for higher education where the very best researchers, scholars and creative minds intervene liberal arts education and fundamental research with practical endeavors focused on challenges of societal significance. To achieve our aspirations, we must rigorously and regularly review our university processes to ensure that they further our values in the most efficient and least burdensome ways and allow us to be nimble and agile as an institution.

Universities tend to make decisions incrementally, often without scrutinizing the effect of past decisions to ensure that time and energy are directed at current priorities. Overly cumbersome bureaucracy and unnecessarily complicated decision-making processes divert faculty, students and staff from activities vital to pursuing excellence in research, teaching and public engagement. They also can reduce transparency surrounding decisions. While there is always some amount of time that should appropriately be devoted to governance and compliance, we collectively have a responsibility to periodically examine our practices and address unneeded complexity.

I am therefore asking each of you to assess processes and procedures within your jurisdiction or throughout the university, and work to eliminate unnecessary regulation, duplicate structure, or burdensome paperwork where the goals of the process can be met more efficiently. While the primary goals of this endeavor are to reduce administrative burdens and simplify processes, these efforts will also likely generate cost savings that can be redirected to our academic priorities.

The approaches that we will pursue include:

- Consolidation of services where processes are duplicative and efficiencies can be achieved;
- Implementation of administrative units and committees to reduce duplication, achieve efficiencies, and implement best practices;
- Evaluation of our compliance and regulatory systems to provide the most rapid and least burdensome processes, consistent with the highest standards of personal safety and ethical behavior;
- Redesign of processes within units to improve efficiency and eliminate unnecessary layers of review;
- Targeted investments in technologies to help achieve goals; and
- Collaboration across units to ensure streamlined institutional policies and processes.

Travel identified as an opportunity for improvement by 40% of the units responding.



Background – Discovery

- Initial Discovery project started 6/22/2015 to evaluate KFS Travel & Entertainment Module (TEM).
- Outcome of KFS-TEM Discovery, along with findings from the Process Streamlining Initiative for Travel, proved that KFS would not provide the functionality Cornell needed without custom development and disparate systems.
- July 2015 – Discovery Team’s recommendation was to not limit the technology to KFS-TEM.



Vendor Selection Process

1. 10/14/15: presented @ Travel PS 1 Executive Sponsor Group Mtg.

Decision: follow formal RFP process to “Replace Cornell’s Travel System and manual processes with an end-to-end travel solution.”

2. Core Leadership Team (CLT) held calls with other universities using SaaS Travel software:

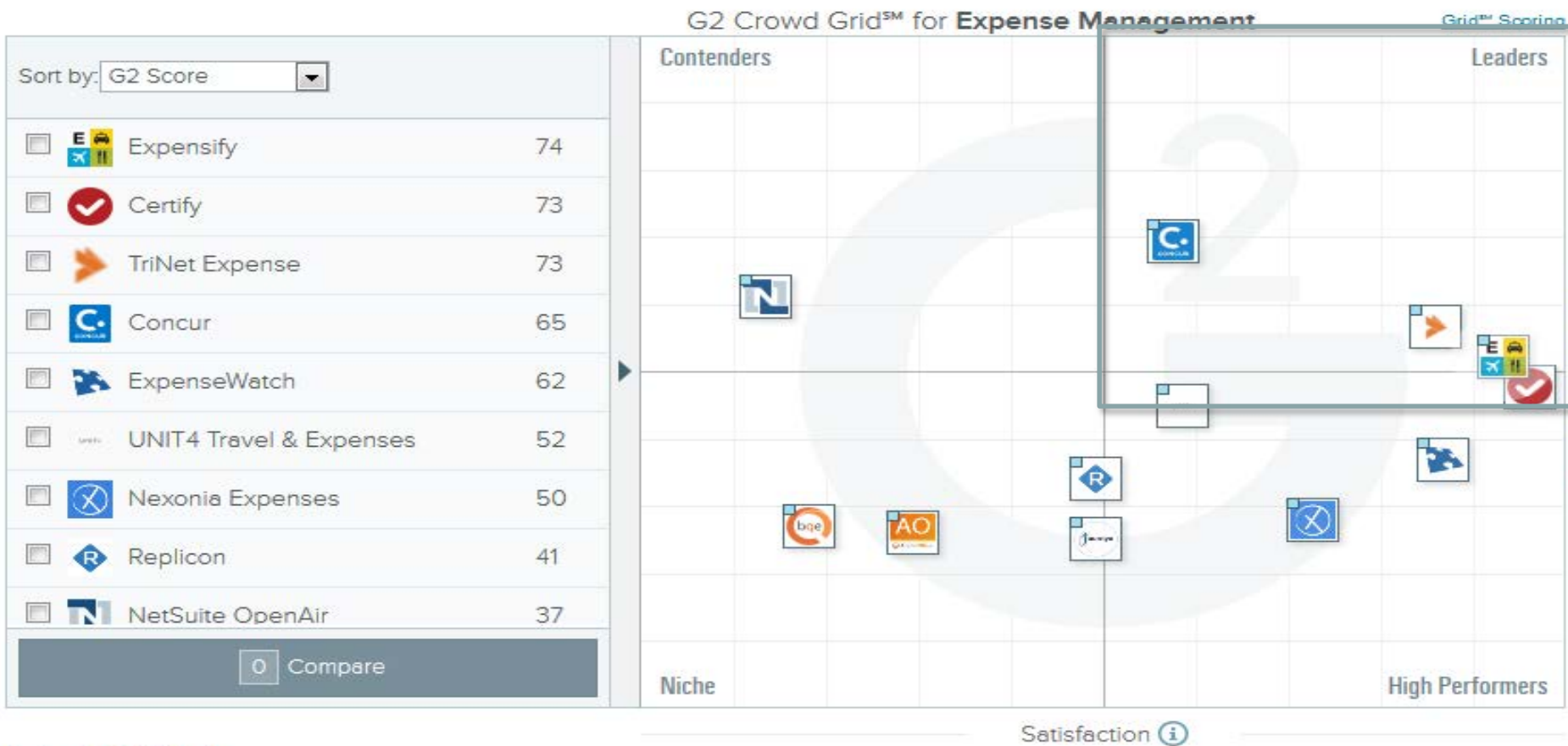
- Brown University
- University of Colorado
- Stevens University
- Boston University

Their suggestions were to investigate Concur and Certify.



Vendor Selection Process

3. Analyzed information from Gartner, [Aberdeen](#) and [G2Crowd](#)



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Vendor Selection Process

4. CLT looked at *all* vendors listed in the G2Crowd analysis, plus Procurement's suggestion (Chrome River). CLT ruled out these vendors for the following reasons:

- TriNet Expense – geared toward small businesses, are not listed with the BBB.
- Chrome River – Does not have API and only supports iPhone for mobile app.
- ExpenseWatch – Problems with travel arrangers submitting reports (they cannot see information in reports after submitting) and very limited ad-hoc reporting.
- UNIT 4 – Based in the Netherlands, does not handle travel planning.
- Nexonia – Priced per user, does not have travel planning.

Decision – Issue RFP to 3 remaining vendors in/nearest the top quadrant (Certify, Concur, Expensify); also included Workday since they had a travel expense tool and existing relationship with Cornell.



Vendor Selection Process

5. 11/13/15: ITS Core Team engaged a cross-functional team, including faculty, from across campus to provide input into the RFP; team members were¹:

- **Business** – Cara N. Squicciarini, Casey Henry Inman, Christine Day, Craig R. McAllister, Deborah J. Littlejohn, Devin William Bigoness, Diane West, Hussni Omar Mohammed, James V. Huggins, Jamie Parris, Jason Hoo-Fatt, Jeanine Masse, Joe Grasso, John Frain, John Marrazzo, Joseph Schwartz, Julie Ann Featherstone, Kandace M. Van Gorder, Kathy Ann Sheils, Kim Tilton, Lesley Thompson, Lex Enrico Santí, Linda Charles, Lisa Marie Yager, Lisa Tvaroha, Micci Bogard, Mike Barbato, Patrick Stover, Ralf Georg Eichhorn, Scott D. Otey, Sharon Baum, Steve Jackson, Susan Schattschneider, Tami Hastings, Tammy J. Thomas, Thomas W. Romantic, Tim Devoogd, Verne Thalheimer
- **Technical** – Sandy Eccleston, Sarah J. Christen, Jeff R. Christen, Tony Damiani, Vicky L. Mikula, Timothy J. Bradish, Cathy Salino, Rob Bandler, Tim Bradish, Seth Brahler, Yamin Chevallard
- **Project** – Bill Allen, Aimee L. Turner, Dan Dwyer*, Robin Yager*, Sherry Guernsey*, Sherry Wilson*, Glenn Morey, Cathy Morris, Stephanie Herrick*

¹ Weill was added to Business sub-team on 01/28/16

* - denotes members of the Core Leadership Team (CLT)



Vendor Selection Process

6. Incorporated team feedback into RFP document.
7. 12/11/16: Issued RFP to the 4 vendors:
 - 01/08/16: Workday declined to respond to RFP, stating that they do not provide the travel booking functionality that Cornell is seeking.
 - 01/15/16: Responses were received from Certify, Concur and Expensify.



Vendor Selection Process

8. 01/22/16: CLT reviewed RFP responses and quantified responses (Fully Met, Partially Met and Cannot Meet).

- Lowest scoring vendor: Expensify (55% of total possible score)

RFP Appendix D	Expensify	Certify	Concur
Vendor Total	515	667	754
% possible score	55%	71%	80%
Features not met	23	7	0
Comments on Key Features not met	<ul style="list-style-type: none"> • No travel advances • No international travel registry • ONLY have adhoc reporting, no analytics and reporting • No "trip wizard" 	<ul style="list-style-type: none"> • No travel advances • No international travel registry 	

Decision: Notify Expensify of elimination for further consideration; invite Certify and Concur to come on-site for functional and technical demos with campus RFP team on 2/22 and 3/1, respectively.



Vendor Selection Process

9. 1/25-2/19: multiple planning and clarification conference calls, webinars, and emails between vendors and project team.
- 2/9: Call with Certify determined that *“even though Certify has a robust Travel Expense system, Cornell is looking for a fully integrated system for travel planning, reimbursement, and risk management, and Certify cannot meet all of those requirements. With that said, Certify will not be traveling to Ithaca for a demonstration of their system on February 22.”*

Decision: Meet with full RFP team on 2/22 (repurposed Certify demo) to explain revised approach; emphasized non-disclosure/ confidentiality; continued with a single-vendor demo (Concur) on 3/1.



Vendor Selection Process

- Why demo with just one remaining vendor?

Functional team assessment of Concur:

1. Witness functionality and usability of the product; demo is:
 - based on travel scenarios provided by campus.
 - neither testing nor training but “representative” to show product capabilities.
 - shown in the vendor’s “demonstration system” and will not reflect Cornell data.
2. Collect functional demo feedback:
 - scenarios grouped by role (Traveler, Travel Arranger, Supervisor, Fiscal Officer, Financial Administrator, Risk Management).
 - focus on the part(s) of the demo most relevant to your travel-related role(s) at Cornell.
 - use of “clickers” for scoring.
 - index cards for Q&A.
 - [recorded](#) for individuals who could not attend.



Vendor Selection Process

- Why demo? (continued)

Technical team assessment of Concur:

- Drill into implementation and support topics.
- Collect technical feedback on risk (High, Medium, Low).

- Final selection based on combination of quantitative scoring of RFP balanced by qualitative assessments of demos (March).



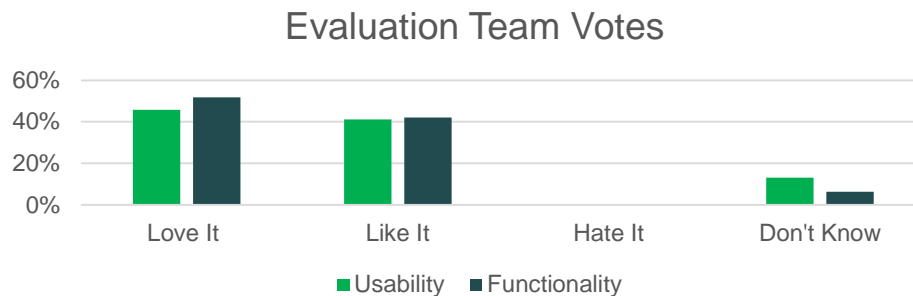
Why Concur?



- Quantitative Assessment: Only solution to meet the core requirements in our RFP.

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- Qualitative Assessment: Product received positive responses for functionality and usability from vendor demo.





Why Concur?



- Key features not available in other solutions:
 - Single integrated system for planning and reimbursement.
 - International travel registration.
 - Incentivized travel decisions to facilitate best value.
 - Outstanding cash advance and unused tickets tracking.
 - E-receipt enabled (airlines, car rentals, hotels) with auto-categorization.
 - Automatic per-diem calculation.
 - Mileage computed by Google Maps.
 - Mobile app for traveler messaging of flight changes and receipt capture with OCR functionality.
 - Corporate credit card support to maximize rebate potential.
 - VAT reimbursement service available.
 - Changes in partner relationships (e.g., travel agency) are invisible to travelers.
 - Anticipated leveraging with other Quali and Workday schools using Concur.
 - Robust analytic report capability.



Implementation Project Approval Process

- IT Governance reviews
(AppsAC – Feb, ITAC – Mar, ITGC – May).
- Interviews with/reference checks on Concur prior to negotiations (April).
- Final SPAR approval and award contract (May-June).