

Collaborative Commerce Program

Key Buy-Side Roles and Responsibilities

Role	Responsibilities	Recommended Skill Set	Ongoing FTE Requirement*
<p>Sponsor Person who has budget responsibility for the program</p>	<ul style="list-style-type: none"> Establish and communicate overall project vision Provide senior leadership communication in support of the project Mandate appropriate change management across leadership of all affected departments Mandate and drive supplier compliance policies Monitor status reports and timelines Resolve escalated issues including those which involve company resources, lack of participation, or supplier compliance messaging 	<ul style="list-style-type: none"> Senior management / executive level position Authority within the company to drive the change Excellent interpersonal, communication, and analytical skills Background in e-commerce and sourcing methodologies 	A few hours per week
<p>Stakeholders Decision-makers within Procurement, AP, IT, and Training who help establish policy, define business processes, and provide resources</p>	<ul style="list-style-type: none"> Assign resources to support the core team Support senior leadership communication in support of the project Mandate appropriate change management across their department Establish objectives in support of the program within their department Resolve escalated issues including those which involve company resources, lack of participation, or supplier compliance messaging 	<ul style="list-style-type: none"> Management position Authority within their department to drive the change 	8 hours per quarter
<p>Supplier Enablement Lead Project manager who leads the cross-functional team (If the program grows to greater than 500 sellers, add one-half FTE.)</p>	<ul style="list-style-type: none"> Primary liaison between customer, suppliers and Ariba (when Ariba Services are leveraged) Manage supplier compliance and escalation process for non-compliance Enforce program goals within organization Approve lists of suppliers targeted for Ariba Network enablement Plan and support supplier communications Approve supplier communications and education materials to be shared with suppliers Participate in system test and UAT Reinforce supplier enablement program compliance with identified suppliers and internal stakeholders Manage supplier relationships, monitor and enforce supplier compliance Facilitate supplier training sessions (if any) Lead/participate in regular status meetings Promote the initiative internally with category managers, business relationship owners, and AP group; externally with suppliers 	<ul style="list-style-type: none"> Strong project management skills Background in e-commerce and sourcing methodologies Excellent interpersonal, communication, and analytical skills Candidate should not be an external consultant; should come from within the organization Candidate must be able to work with multiple departments and all levels of management Ability to analyze issues with business documents (PO, invoice, credit memos, etc.) Ability to analyze and determine solutions to problems that arise with business processes Workload management skills and the ability to get engaged in complex assignments and meet tight deadlines 	0.5 – 1.0 FTE

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<p>Supply Chain Managers Departmental lead who supports messaging to suppliers and provides assistance with catalogs and purchase orders</p>	<p>Plan, manage, and conduct user acceptance testing</p> <p>Act as point of escalation for issues related to business processes and non-compliant suppliers</p> <p>Help define and execute internal change management program within their respective departments</p> <p>Act as knowledge expert on Ariba Network and Ariba solutions</p> <p>Serve as the champion for the program within their respective business unit</p> <p>Participate in requirements -gathering and configuration workshops</p> <p>Identify power-users within each business unit to act as expert, providing assistance to peers and input to overall process</p> <p>Help roll out and drive the supplier compliance mandate within their respective departments</p> <p>Answer business-related questions from suppliers during enablement process</p>	<p>Deep understanding of the business processes and the possible scenarios that may occur</p> <p>Able to communicate effectively to suppliers and key stakeholders</p> <p>Strong organizational skills for monitoring the progress of supplier enablement and tracking progress of non-compliant suppliers</p> <p>The team can be comprised of personnel from any department; consider Procurement because of the importance of relationships with suppliers</p>	<p>1.0 – 2.0 FTE based on project scope</p>
<p>Accounts Payable Resource An individual who manages clean-up of the master vendor list and program execution</p>	<p>Provide a list of all suppliers and associated data (e.g. transaction volumes, spend, etc.) from vendor master system to project team leading enablement</p> <p>From the list of selected suppliers, determine what data is missing from the individual suppliers (e.g. phone number, email address, fax numbers, contact names, ERP spend data, etc.)</p> <p>Update vendor master records; make changes to vendor master based on collected data</p> <p>New suppliers should be added through a formal process. This puts in a layer of control over how many new suppliers are added or if employees should be using a preferred supplier (i.e. office supplies)</p> <p>Help facilitate training sessions for internal users (business process changes, Ariba Network responsibilities, etc.)</p> <p>Monitor and enforce supplier compliance</p> <p>Contact suppliers directly who are not in compliance</p>	<p>Individual(s) with background on accounts payable systems and processes</p> <p>Able to communicate effectively with suppliers and key stakeholders</p>	<p>Ad-hoc support; a few hours per month</p>
<p>IT Resource</p>	<p>There are times when an IT resource is needed, someone who is familiar with the project and can troubleshoot purchase orders and/or invoices. This person is not needed full-time, but needs to have responsibility for this support in their job description.</p>	<p>EDI and cXML suppliers sometimes need a Buyer IT resource to understand the validations performed within the back-end systems.</p>	<p>Ad-hoc support; a few hours per month</p>

*These are suggested resources for a baseline collaborative commerce program meant to provide food for thought and a starting point for those embarking on a new program. Numerous factors, including project complexity, project scope, resource skill set, and resource experience will influence the actual requirements of your program.

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