Agenda

Introductions & Goals for Today

- UPST: Background and High Level Overview
- Next Steps
- Split Sessions – Choose your own path

ROOM A
- Strategic Sourcing
- Procure to Pay

ROOM B
- Procure to Pay
- Strategic Sourcing
Introductions

- **UPST Transition Team:**
  - David Nero, Assistant Vice President, Innovation and Operational Services  
    DNero@umassp.edu
  - Gary Nolan, Director of Procurement Services, UMass Lowell  
    Gary_Nolan@uml.edu
  - GEP: Procurement and Supply Chain Consultancy
  - Workshop Attendees: High volume Purchase Requisitioners across campuses
  - Mike LaGrassa, Assistant Vice Chancellor, Administrative Services, UMass Dartmouth  
    mlagrassa@umassd.edu
  - Brian Girard, Director of Procurement and Accounts Payable, UMass Medical School  
    Brian.Girard@umassmed.edu
Shared Services Background

The Shared Services project was launched at the request of the President with the support of the Board to assess the potential of a shared services model at UMass

- Objectives
  - Evolve A&F organization to provide world-class service across the entire system
  - Modernize functions to provide services at lower cost
  - Re-invest savings back to academic programs and ensuring continued affordability

- Shared Services planning project should build on momentum of past initiatives:
  - 2011 Procure-to-Pay Study
  - Business Process Review (BPR)
  - Efficiency & Effectiveness Taskforce (E&E)

- Delivery of comprehensive plan by January 2019*
  - Refresh 2011 study on Procure-to-Pay and perform initial assessment of payroll
  - Collaborate with campus leadership, faculty, and staff
  - Focus on accounts payable, procurement, and payroll

* Originally December 2018 but extension granted to allow for more analysis on Procurement
Planning Phase Approach

Face fiscal challenges
• With higher education facing a challenging environment, effective and efficient management of resources is imperative
• The University embarked on a plan to prepare for current and future challenges, exploring the shared service delivery model to achieve improved service at a reduced cost

Build on a strong foundation
• The University has established a solid foundation by leveraging common technology and working “Better Together” (Efficiency & Effectiveness and Business Process Redesign)
• Alternative service delivery models, such as shared services, present opportunities to build on the foundation and bring significant benefits to all campuses
• Initial focus on accounts payable, procurement, and payroll

Plan collaboratively
• Commitment, direction, and support from the Board, President, and Chancellors
• Involvement and input from campus subject matter experts
• Analysis of FTE and spend data to quantify efficiency and savings opportunities
• Examination of peer systems to understand characteristics of leading service organizations
Plan Highlights

Key Findings
• Campus procurement organizations work collaboratively but are limited in their impact
• Accounts payable processes vary across campuses leading to missed efficiency opportunities
• Payroll runs successfully but resources are fractional and ownership is unclear

Key Recommendations
• Establish a Unified Procurement Services Team responsible for system-wide procurement and accounts payable led by a Chief Procurement Officer (CPO)
• Establish a governance structure to ensure strong campus customer relationships
• Establish Service Level Agreements (SLAs) to manage service quality
• Continue to analyze payroll and time and labor to develop a future service delivery model

Key Benefits
• Responsive, consistent, high-quality customer service
• Cost savings (mid-range estimate of $16.5 million) achieved through a focus on efficiency and strategic sourcing/category management
• Professional development opportunities through a shift to a unified organizational structure

Implementation Timeline – FY19 – FY 21
UMass Procurement Volumes

- $1.2B in total annual spend
- 17,000 active suppliers
- $37 million in ProCard
- 150,000 purchase orders processed each year, 69% via catalog
- 40,000 TE authorizations
- 1,900 requisitioners
Future Unified Procurement Service Team

Organization Structure

Chief Procurement Officer

Director of Procure to Pay Operations
- Procurement Manager
  - Proc. Specialist
    - Accounts Payable Clerk
  - Accounts Payable Supervisor
    - Accounts Payable Manager
  - Travel and Expenses Manager
- Travel Specialist
  - Travel and Expenses Manager
- Card Services Manager
  - Bank Card Program Specialist
  - Card Services Manager
- Strategic Sourcing Specialist
  - Strategic Sourcing Specialist
- Contracts Manager
  - Contracts Specialist
  - Contracts Manager
- Category Manager
  - Category Manager
- Supplier Relationship Manager
  - Supplier Specialist
  - Supplier Relationship Manager
- Customer Service Associate
  - Training Specialist
  - Customer Service Associate
- Training and Communication Manager
  - Data Analyst
  - Training and Communication Manager
- Procurement Systems Analyst
  - Procurement Systems Analyst

Executive Assistant

Director of Strategic Procurement

Director of Service and Quality

Director of Strategic Procurement
- Director of Strategic Procurement
  - Director of Strategic Procurement
  - Director of Strategic Procurement
  - Director of Strategic Procurement
  - Director of Strategic Procurement
  - Director of Strategic Procurement

Accounts Payable Manager
- Accounts Payable Manager
  - Accounts Payable Manager
  - Accounts Payable Manager

Card Services Manager
- Card Services Manager
  - Card Services Manager
  - Card Services Manager

Strategic Sourcing Specialist
- Strategic Sourcing Specialist
  - Strategic Sourcing Specialist
  - Strategic Sourcing Specialist

Contracts Manager
- Contracts Manager
  - Contracts Manager
  - Contracts Manager

Category Manager
- Category Manager
  - Category Manager
  - Category Manager

Supplier Relationship Manager
- Supplier Relationship Manager
  - Supplier Relationship Manager
  - Supplier Relationship Manager

Customer Service Associate
- Customer Service Associate
  - Customer Service Associate
  - Customer Service Associate

Training and Communication Manager
- Training and Communication Manager
  - Training and Communication Manager
  - Training and Communication Manager

Data Analyst
- Data Analyst
  - Data Analyst
  - Data Analyst

Procurement Systems Analyst
- Procurement Systems Analyst
  - Procurement Systems Analyst
  - Procurement Systems Analyst

50 people total across 24 positions
Next Steps

- Validate the future state processes through additional workshops and stakeholder interviews – Adjust as needed
- Finalize Identification of Roles – End of October
- Shift to Unified Structure with minor changes to existing processes – through January
- Implement Process and System Changes – January through June
- Communication plan for this group
UPST Playbooks

- Service & Quality Assurance
- Strategic Procurement
- Procurement Operations (P2P)
UPST – Staffing Update

- Labor negotiations completed
  - Agreement reached; letters to Impacted Staff Members issued on August 23
  - Campus “open hours” meetings underway
  - Working through issues with unions as they arise; ranked options due September 6

- Staffing the UPST
  - Transfer process for impacted staff members to follow ranking
  - CPO search nearing completion
What’s changing in Procure to Pay Operations?

<table>
<thead>
<tr>
<th>Current</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Campus-based teams</td>
<td>• University wide operations team</td>
</tr>
<tr>
<td>• Inconsistent, manual processes for ordering, invoicing and payments</td>
<td>• Consistent, highly <strong>automated processes</strong></td>
</tr>
<tr>
<td>• Low use of metrics or continuous process improvement</td>
<td>• Greater use of <strong>catalog ordering</strong> for faster ordering</td>
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<tr>
<td></td>
<td>• Significant <strong>reduction in paper and email invoices</strong> by shifting to digital invoicing via Jaggaer</td>
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<td></td>
<td>• Greater <strong>process consistency and controls</strong> to ensure compliance to preferred suppliers and reduction of fraud and finance risks (E.g. PO’s for all supplier orders, etc.)</td>
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</table>
What’s changing in Strategic Procurement?

<table>
<thead>
<tr>
<th>Current</th>
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<tbody>
<tr>
<td>• Campus-based Procurement Leads</td>
</tr>
<tr>
<td>• Reactive approach to sourcing projects constrained by resources and lack of consensus</td>
</tr>
<tr>
<td>• Not fully leveraging UMass spend or getting best price in most cases</td>
</tr>
<tr>
<td>• Low visibility into organization wide sourcing results and savings achieved</td>
</tr>
<tr>
<td>• Low focus on supplier performance management / issue-driven</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Category-based Procurement Teams supporting all locations, developing specialized skills</td>
</tr>
<tr>
<td>• Multi-year Category Strategies to analyze market trends, leverage full system spend and then source more proactively</td>
</tr>
<tr>
<td>• Common approach to savings tracking and reporting</td>
</tr>
<tr>
<td>• Formal Supplier Performance Reviews for top strategic suppliers speaking with a single voice for UMass</td>
</tr>
<tr>
<td>• Performance scorecard reviews and year-on-year improvement plans</td>
</tr>
</tbody>
</table>
What’s changing in Service & Quality Assurance?

<table>
<thead>
<tr>
<th>Current</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Limited procurement reporting of KPI’s</td>
<td>• Formal KPI’s and case management tracking</td>
</tr>
<tr>
<td>• Informal customer support by campus</td>
<td>mechanisms</td>
</tr>
<tr>
<td>• Inconsistent experience dependent on campus</td>
<td>• Dedicated customer support team</td>
</tr>
<tr>
<td>resources and focus</td>
<td>• Upgraded procurement portal for</td>
</tr>
<tr>
<td></td>
<td>info sharing</td>
</tr>
<tr>
<td></td>
<td>• SLA-driven performance reporting</td>
</tr>
</tbody>
</table>
Primary Responsibilities of Service & Quality Team

Mission Statement

To ensure that high quality and efficient procurement services are delivered to the UMass community with a high level of professionalism, customer service, and commitment.

Team Goals and Primary Responsibilities

- Serve as a UPST customer service team for the UMass system
- Lead communication and training programs to ensure robust/seamless transition to the UPST model
- Provide full visibility to supplier spend data and analysis support to the UPST team
- Produce KPI, Progress and Risk reports, including maintaining an overall UPST Performance Dashboard
- Develop and maintain data-driven insight capabilities that enhance UPST performance
- Maintain Procurement Policies, Process Standards and Technology landscape and drive continuous improvements
Key Customer Service Elements

UPST Service and Quality

One Phone Number
One Email Address
Knowledgebase
Self-Service

Multi-channel

Unified Procurement Services

Customer Service Team

- Log inquiries as cases
- Work with customer to understand and attempt to resolve the case
- Escalate as needed

Unified Procurement Services

Functional Teams

- Manage cases that can’t be resolved by Customer Service Team
- Work with customer and Customer Service Team to resolve the case

Status, Updates, Closing the Loop

Escalation and Feedback
# Service & Quality Team Roles and Responsibilities

## Customer Service
- Manage daily activity of the Procurement Customer Service Operation for UMass
- Accept requests from stakeholders, assign to appropriate team and follow up to ensure timely completion

## Training and Communications
- Provide effective communications related to procurement activities and performance
- Identify need for training development based on daily call volume and stakeholder input
- Develop training materials and delivery methods consistent with the needs of the procurement stakeholders

## Systems and Process Management
- Provide accurate and timely data analytics and reporting
- Serve as business liaison for technology improvements and new implementations
- Work with suppliers to improve use of technology in on-boarding and transaction processing

## Policy and Governance
- Assist campus stakeholders with management of Audits
- Periodically review procurement policies and advocate for improvements
- Publish procurement KPI’s

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*University of Massachusetts*
Primary Responsibilities of Strategic Procurement

Mission Statement
To align the performance of the supply base with the objectives of the UMass leadership and campus stakeholders through sourcing and supplier management excellence

Team Goals and Primary Responsibilities

- Maximize supplier performance and encourage partnering relationships with suppliers
- Achieve and document cost savings through aggressive sourcing campaigns incorporating requirements from across the UMass organization
- Drive acceptance with sourcing results through community partnering and communications
- Evaluate requirements for formal supplier contracts and execute contracts where deemed appropriate
- Gather requirements from UMass stakeholders, incorporate those requirements into long term strategies and execute those strategies through sourcing and supplier improvement campaigns
### Core processes of Strategic Procurement

<table>
<thead>
<tr>
<th>Community Partnering</th>
<th>Community Planning &amp; Target Setting</th>
<th>Demand Management &amp; Forecasting</th>
<th>Category Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Category Overview</td>
<td>Establish Business Goals &amp; Requirements</td>
<td>Gather Market Intelligence</td>
<td>Identify Value Creation Opportunities</td>
</tr>
<tr>
<td>Assess Opportunity &amp; Scope Project</td>
<td>Develop Sourcing Strategy</td>
<td>Conduct Competitive Evaluation</td>
<td>Negotiate &amp; Select Suppliers</td>
</tr>
<tr>
<td>Draft Contracts</td>
<td>Negotiate and Execute Contracts</td>
<td>Contract Administration</td>
<td>Manage Contract Changes / Closures</td>
</tr>
<tr>
<td>Supplier Enablement &amp; On-boarding</td>
<td>Develop Segmentation Strategy</td>
<td>Optimize Supplier Performance</td>
<td>Manage Supplier Risk</td>
</tr>
</tbody>
</table>

*University of Massachusetts*
Strategic Procurement - Category Alignment

- Director of Strategic Procurement
  - Facilities & Construction
  - Services
  - MRO
  - IT / Telecom
  - Other Categories

Sourcing Specialists

Contract Manager and Specialists

Supplier Relationship Manager and Specialists

Annual volumes:
- 650 people assisted in evaluations
- 800 contracts (loaded in system)
- 1200 vendor proposals
- 350 bid events
## Team Roles and Responsibilities

<table>
<thead>
<tr>
<th>Category Management</th>
<th>Strategic Sourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead person for a defined category of spend</td>
<td>• Develop deep expertise related to the supply base capabilities and cost structures in assigned categories</td>
</tr>
<tr>
<td>• Understand University wide supply requirements through direct interaction with campus stakeholders</td>
<td>• Plan and execute discrete sourcing projects within a defined category of spend</td>
</tr>
<tr>
<td>• Publish comprehensive strategic plans for achieving supplier performance and cost savings objectives</td>
<td>• Communicate and negotiate effectively with stakeholders and suppliers</td>
</tr>
<tr>
<td>• Develop innovative approaches to maximizing the value delivered from a designated spend category</td>
<td>• Secure approvals for award decisions</td>
</tr>
<tr>
<td>• Direct the activities of the sourcing, contract management and supplier relationship team members associated with defined categories</td>
<td>• Achieve stakeholder satisfaction and cost savings objectives</td>
</tr>
<tr>
<td></td>
<td>• Meet or exceed supplier performance objectives</td>
</tr>
</tbody>
</table>
# Team Roles and Responsibilities

<table>
<thead>
<tr>
<th>Contract Management</th>
<th>Supplier Relationship Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage contract from development to execution</td>
<td>Manage the supplier on-boarding and updating process</td>
</tr>
<tr>
<td>Assist campus stakeholders with contract requests as needed in an effective manner</td>
<td>Manage supplier performance against SLA’s/KPI’s with engagement of stakeholders</td>
</tr>
<tr>
<td>Accept output from sourcing project award decisions, negotiate and execute supplier contracts</td>
<td>Participate in Category Management and Strategic Sourcing activities</td>
</tr>
<tr>
<td>Understand the legal requirements for commodities and implementing specific clauses to meet University requirements</td>
<td>Gain value through improved supplier relationships</td>
</tr>
<tr>
<td>Interface with UMass Legal team to resolve issues</td>
<td>Manage day to day supplier questions and issues with escalation to Category Manager</td>
</tr>
<tr>
<td>Management of central repository of contracts</td>
<td></td>
</tr>
<tr>
<td>Proactively manage expiring contracts</td>
<td></td>
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</tbody>
</table>
Aligning with the University Mission

Total Savings Opportunity

- **Expense Reduction**
- **One-Time Cost Savings**
- **Cost Avoidance**
- **Working Capital Improvements**
- **Operational Efficiency**

**Permanent on-going reduction** to the established baseline spend

**One-time reduction** to the established forecasted baseline spend

**Reduction to the company’s** working capital resulting in **cash generation**

**Process and/or Policy improvements** resulting in increased efficiencies
<table>
<thead>
<tr>
<th>Key Strategic Measures</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>Level of satisfaction from stakeholder community</td>
</tr>
<tr>
<td>Spend Under Management</td>
<td>Percentage of addressable spend that is under contract or pricing agreement</td>
</tr>
<tr>
<td>Realized Savings</td>
<td>Resultant, verified cost reduction from procurement activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supporting Measures</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation and continuous improvement</td>
<td>Additional benefits beyond savings resulting from procurement activity</td>
</tr>
<tr>
<td>Supplier Performance</td>
<td>Set of metrics including on-time delivery and user satisfaction</td>
</tr>
<tr>
<td>Sourcing Event Cycle time</td>
<td>Time duration from beginning of sourcing project to award</td>
</tr>
<tr>
<td>Contract Cycle time</td>
<td>Time duration from contract request to completion</td>
</tr>
<tr>
<td>Supplier Consolidation</td>
<td>Decrease in number of active suppliers</td>
</tr>
</tbody>
</table>
Primary Responsibilities of Procure to Pay

Mission Statement
To enable members of the UMass community to purchase goods and services through efficient and cost effective policies and procedures, put in place to ensure compliance, risk and budget management, and strong usability for team members throughout our organization.

Primary Goals and Responsibilities of P2P

- Enable a quick and efficient process for UMass staff members to raise requisitions to purchase goods and services,
- Drive our staff toward use of contracted suppliers when possible.
- Ensure that whenever possible, our staff will create a PO proactively for all purchasing requests.
- An efficient and transparent procedure in place to match POs to invoices driving compliance, and enhancing supplier relationships.
- Implement T&E policies and procedures that ensure UMass staff will be paid quickly, accurately, and in an efficient manner utilizing the best available systems.
- Drive training and compliance to a ProCard program designed to maximize benefit for both department users and the UMass institution.
## Core Processes: Procure to Pay (P2P)

<table>
<thead>
<tr>
<th>Category</th>
<th>Process Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purchase Request to Purchase Order</strong></td>
<td>Requisitioning, PO Management, Spot Buying</td>
</tr>
<tr>
<td><strong>Invoicing &amp; Payments</strong></td>
<td>Managing Invoices, Reconciling Invoices, Creating and Transferring OK-to-Pay File, Manage Direct Payments</td>
</tr>
<tr>
<td><strong>Travel &amp; Expense</strong></td>
<td>Travel Program Administration, Processing Expense Reports, Auditing Expense Reports</td>
</tr>
<tr>
<td><strong>Bank Card Management</strong></td>
<td>Administer ProCard Program, Administer Other Card Programs</td>
</tr>
</tbody>
</table>

*University of Massachusetts*
# Team Roles and Responsibilities

<table>
<thead>
<tr>
<th>Procurement</th>
<th>Travel and Expense Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manage daily activity of the Procurement Operations Group for UMass</td>
<td>• Ensure an efficient Expense Reporting process that provides users with prompt and accurate payments with strong reporting capabilities</td>
</tr>
<tr>
<td>• Responsible for enforcing delegations of authority and policies of the university</td>
<td>• Evaluate marketplace for available tools to enable a best-in-class experience for UMass users</td>
</tr>
<tr>
<td>• Provide support to the UMass user community on purchasing related activities</td>
<td>• Ensure that all T&amp;E related expenses are within the policies laid out by the UMass Board of Trustees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accounts Payable</th>
<th>Bank Card Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish internal controls and procedures to protect UMass assets</td>
<td>• Ensure compliance with all bank card procedures and that other payment methods are considered first whenever possible</td>
</tr>
<tr>
<td>• Provide payment support for all incoming invoices across campuses and supplier bases</td>
<td>• Provide UMass user training on a regularly scheduled basis</td>
</tr>
<tr>
<td>• Work with UMass Treasury to ensure proper payment and terms are met for all business transactions</td>
<td>• Enable users to have access to bank card systems to drive ease-of-use and transparency when allocating bank card expenses</td>
</tr>
<tr>
<td>• Conduct regular evaluations using tools available to ensure an efficient and transparent matching and payments process</td>
<td></td>
</tr>
</tbody>
</table>
Procure to Pay Process (High Level)

### Requisitioning
- No change to current purchase requisitioning (PR) process
- First check if catalog ordering is available for your item
- Raise a PR or request a Spot buy if supplier and price are not known

### PO
- Purchase Requests (PR) will follow a standardized approval workflow
- Approved PR’s are automatically converted to POs and issued to suppliers
- No change to approval rules or workflows

### Receiving
- No change to current receiving processes or requirements
- You can still add receiving requirement to a PR in BuyWays

### Invoicing
- Invoices will be sent by suppliers to a centralized AP department/mailbox for scanning and processing for payment
- Requestors will have the ability to approve invoices and access invoice history in BuyWays

### Supplier Payments
- UPST team reconciles invoices against PO’s and clear all blocked invoices
- Then UPST team provides Treasury team with an “OK-to-Pay” status
- Treasury maintains responsibility for all UMass disbursements and supplier payments
Increasing use of Procurement Catalogs

- Online Catalogs are in place to allow for quick, easy ordering from our preferred/contracted suppliers
- UPST will set up and manage a wider range of supplier catalogs (30 Catalogs in place today)
- Drive efficiency for our organization and to enhance the user purchasing experience:
  - Formally integrate with our highest volume suppliers with standardized pricing and products
  - Provide the fastest purchasing process possible for requesters
  - Automate requisitioning, PO creation, and invoicing/payment
  - Current Catalog utilization (percentage of total Reqs.): 46.55%
Spot Buying

- A “Spot buy” or “tactical buy” is when an unplanned purchase has to be made and a supplier is not known.
  - For example: dealing with equipment failure or to address a specific business need of the organization or individuals, or for special, unplanned events.

Email or submit web form with requirements for the purchase request (i.e. timing, quantity, location, etc.)

UPST Customer Service will triage this request to procurement staff who begin the process of supporting your purchase request.

The procurement team will work with requestor to finalize the decision on the spot buy request.

Once there is agreement, a req will be raised in BuyWays by either the procurement team member or requestor for processing.

★ The UPST team will support spot buy requests from requestors across the UMass organization.
Requisitioning

- Raising a requisition to purchase goods and services will start in BuyWays.
  - Check catalog first!
  - Start requisition in BuyWays, for example:
    1. Gather purchase requirements/specifications
    2. Supplier information
    3. Budget requirements/Speedtype

- General turn around time for a requisition can be as fast as a single business day

  How quickly a purchase request is approved and processed depends on the thoroughness and accuracy of the submitted request, along with the approval workflow that is in place for the requestor.
Requisitioning – Expedited Requests

- The standard procedure should be followed whenever possible.
- Sometimes, due to the needs of our business, there are exceptional requests
  - For example – Emergency orders, sensitive materials or equipment, etc.
- If there is an urgent request – you should work hand-in-hand with the UPST to completely and accurately fill out the purchase request so that PR can be pushed through the approval system as fast as possible.
Receiving

- Most goods and services purchased for the UMass business do not require a mandatory receipt in order to process an invoice and pay a supplier
  - Receiving required for:
    - Computers/IT
    - Hazardous Materials (primarily for research purposes)
    - Capital Equipment
- Any requisitioner can request a receipt for goods purchases during the processes of raising the req. in BuyWays.
Bank Card Management

- There will be little change at this point to the bank card program
- An RFP is underway for the university to select an ongoing banking partner and program
- ProCards should be used for all non-BuyWays vendors only, or for emergency purchases

Future State:

- Centrally managed program
- Standardized training, compliance, and auditing processes
- Electronic card application and approval process
- Improved reconciliation process – BuyWays Form; electronic workflow approvals, centralized management, auditing, and storage.
Continuous Improvement in Procure to Pay

- Standardize and optimize use of **BuyWays Direct Payments** for appropriate, defined transactions

- Increase **BuyWays Punch-Out Catalogs**, CXML and vendor portal for matches to be paid with no manual effort (electronic)

- Implement **electronic workflow for invoices** in match exceptions, eliminate the manual handling done today across the system

- Investigate improved technology to automate AP efforts utilizing efficient and cost effective **optical character recognition** “OCR” solutions

- Implement an **enhanced travel booking** tool, optimizing user experience and increasing benefits to UMass

- Identify and put into operation a new, **improved expense reporting** tool

- **New bank card provider** selection and implementation