



# STATE GOVERNMENT CASE STUDY



“As a trusted partner, Nitor has enabled our mission of achieving transparency, quality and compliance with our vendors, employees, and residents.”

*Robert Gleason, Chief Procurement  
Office State of Maryland*

## EXECUTIVE SUMMARY

The State of Maryland was poised for a total procurement transformation including deployment of state-of-the-art procurement technology and process reform. This program was deemed important by both the legislative and executive branches as well as the business community, and chambers of commerce. The State of Maryland has over 70 agencies responsible for over \$33B in spend across over 600 categories.

Nitor worked with The State of Maryland to fully understand the current processes, rules, regulations, and requirements across all segments of the government and designed a solution to meet their current and future needs.

The procurement transformation solution, eMaryland Marketplace Advantage (eMMA) is a four phase deployment:

**Phase One** – In July 2019, Nitor worked with the State of Maryland to replace the existing Bid-board tool with a modern user-friendly solution to support the State’s 12,000 suppliers, 70 agencies, 23 counties, 157 towns, and 12 higher education institutions. This solution enabled the State and its affiliates to post the bids and receive bid responses from vendors electronically. This bid solution also conducts thorough bid analyses and comparisons providing powerful insights and quick ROI.

Phase One enabled the State to manage Small Business Reserve and Veteran Business programs.

**Phase Two** – Nitor deployed a sophisticated solution to manage new contracts, blanket purchase orders, secondary level competitions, contract approval

processes and usage of electronic signatures to execute the contracts. Also established a contract repository to store and post existing state contracts.

**Phase Three** – To be deployed in the future, focuses on onboarding, vetting and managing vendors via an online portal. Suppliers will be able to provide documentation electronically and manage their own data. Awarded suppliers will be routed through a workflow among procurement officers, vendor coordinators and AP staff to approve or reject.

**Phase Four** – Managing the Requisitions, Purchase Orders, Receiving, Invoicing & payments to vendors leveraging a tight integration with State’s ERP.

Throughout this process Nitor’s macro knowledge coupled with their skills on how to navigate large government resulted in successful stakeholder collaboration and engagement, vendor support, and enablement of an efficient, modern procurement system.

## KEY OUTCOMES INCLUDED

- Together, we delivered an on-time rollout of Phase One to the State’s 12,000 vendors, including migration of 15,000 bids from the old system to the new system, and activating 2,200 State employee users leveraging the State’s secure login connection.
- Assessed the established procurement processes as they related to people, process and technology to develop a plan to automate the manual processes and realize immediate savings.

- Implementation of an agreed to technology solution streamlining and modernizing the procurement processes to driving efficiencies.
- Enabled stakeholder engagement through carefully crafted and executed Change Management strategies.
- Trained and onboarded over 800 users at 25 different locations supporting a 100% adoption rate.
- Public Bid Board rolled out to the State of Maryland agencies and various affiliates like universities, community colleges, cities, counties, etc.

## CHALLENGES

At the onset of this program, the procurement landscape had many issues:

- Transition from an extremely manual/paper process to totally automated technology process solution.
- Size and diversity of the State along with State owned/influenced entities.
- Change Management and communication issues have been documented barriers during past projects.
- Processes were complex and not standardized across agencies. Standardizing the process to enable compliance and align with policy was a hurdle.

## HOW NITOR'S SERVICES HELPED

- Nitor led sessions with the teams to understand current processes and ensured the tool met the requirements of the processes. Technical and functional resources participated in the sessions and designed the solution to meet the current and future requirements.

- Established technology requirements using the Nitor's Book of Requirements (BoR) process on a functional, technical, security and regulatory level. Requirements from RFP and statutory and legal compliance requirements were addressed.
- Created a blueprint for the future state process and an end-to-end process definition across various agencies and personnel.
- Executed a technical analysis, design and build for the implementation of a procurement solution.
- Gained alignment on requirements and processes across agencies.
- Created a plan for a technology solution simplifying the landscape and supporting cloud applications
- Regular communications to initiative stakeholders and users kept all parties aware and informed on project progress as well as critical milestones. A blended learning strategy was developed to provide users multiple learning opportunities and "just-in-time" learning resources to support adoption after the system was launched.

## VALUE ADDED RESULTS

- Deployed the technology solution in under five months
- Trained 2,200 system users, supporting a 100% adoption rate
- Increased spend transparency
- Reduction of \$33.6B in spend by driving compliance

## CONTACT

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