

EdgeMarket Informational Webinar

HE Ecosystem RFP #1 24-001

[EdgeMarket HE Ecosystem RFP #1 - Information Page](#)

May 23, 2024

Today's Presenters

- Adam Scarzavafa, Edge, AVP Edge Events and Digital Marketing
- Walter Lewis, Edge, Procurement Agent
- Dan Miller, Edge, AVP EdgeMarket and Solution Strategy

About Edge

- Nonprofit, member-based research & education network and technology consortium
- Formed by New Jersey Presidents' Council for Higher Education



New Jersey Presidents' Council
Working together to improve Higher Education for all of New Jersey

What We Do

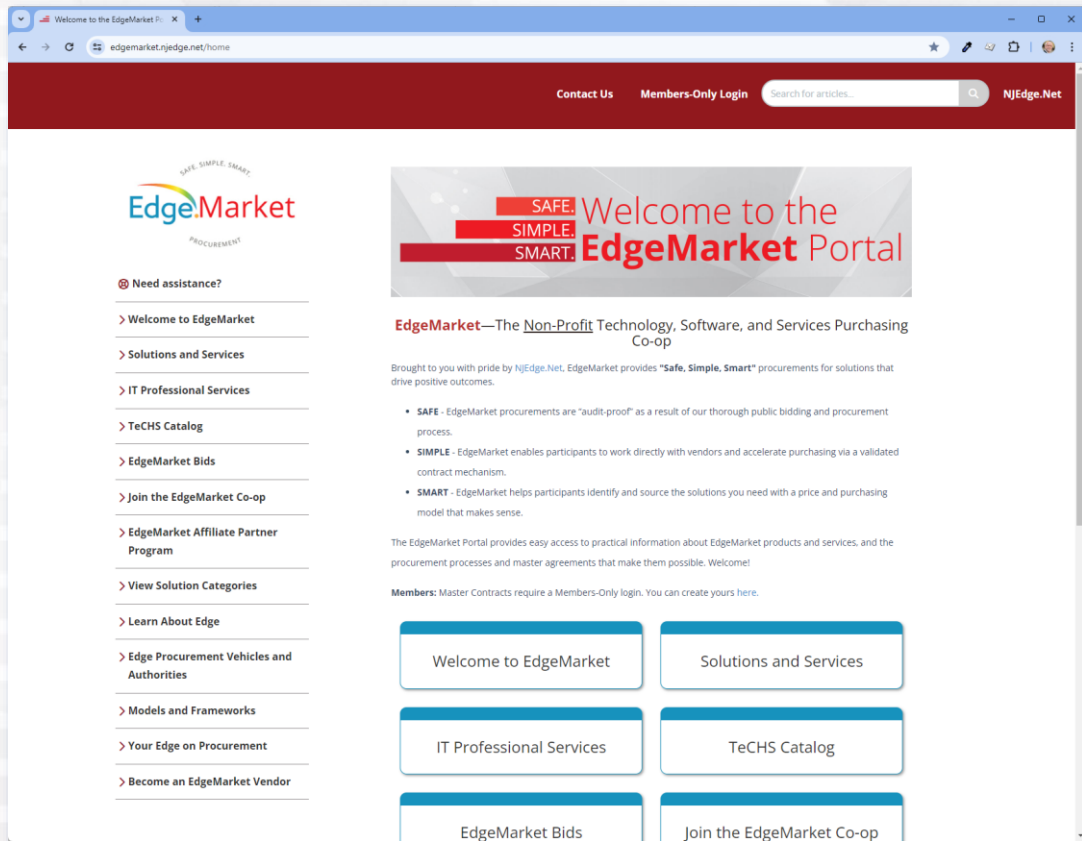
- Networking & Services
- Procurement Support
- Community & Collaboration

Agenda

- About Edge
- EdgeMarket Cooperative Pricing System
- Focus of RFP and Key New Elements
 - Business Capabilities
 - Business Outcomes
- RFP Timeline, Platforms, Process and Results
- Q&A

The EdgeMarket Cooperative Pricing System

- Started in 2018
- HE, K12, PS, HC
- Technology Focus
- 17 states & growing



The EdgeMarket Portfolio is Accelerating

Software

- Academic
- Administrative
- IT/Ops

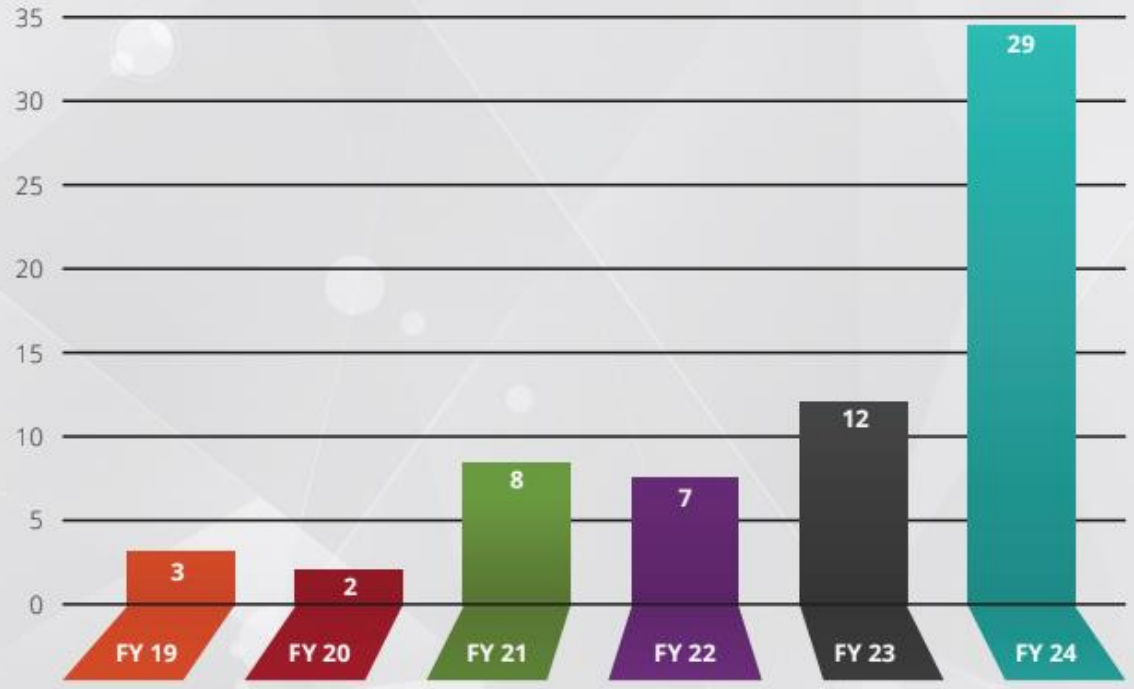
Services

- IT Professional
- Enrollment Mgmt, Mktg
- Cloud, Telephony, NaaS

Hardware

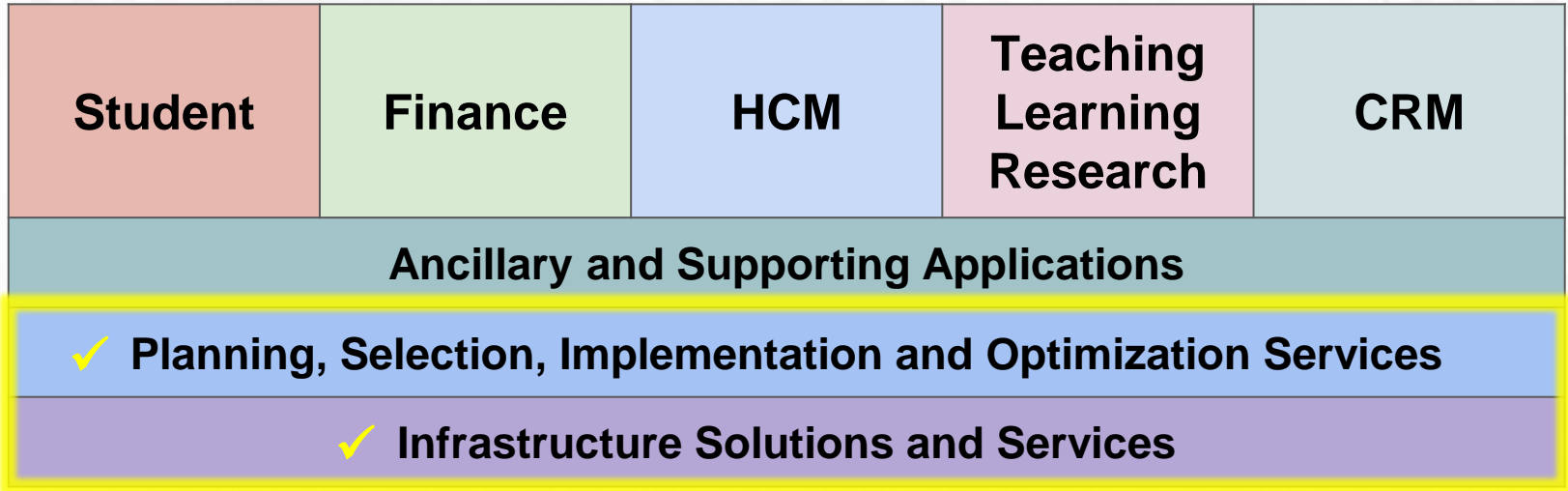
Smart Surfaces

EdgeMarket Awardees Per Fiscal Year



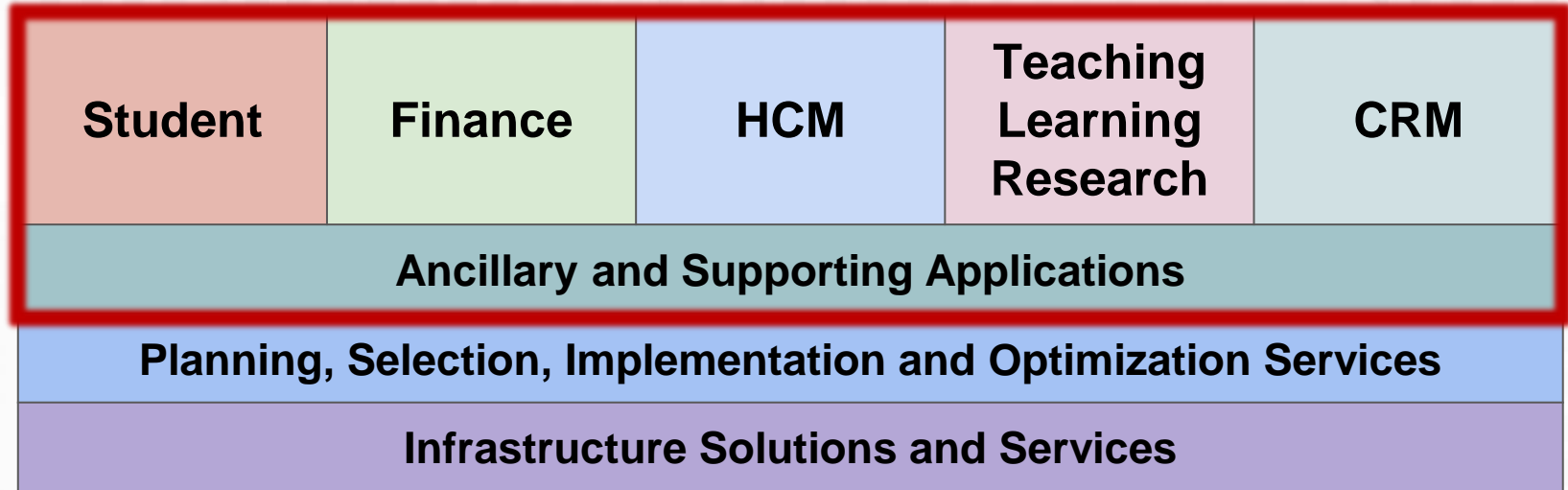
Mission: Support the HE Solution Ecosystem

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This RFP: Academic and Administrative Systems

**P
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Two New Key Dimensions of the RFP

✓ **Business Capabilities**

- Encourage an enterprise architecture-based approach to transformation planning and execution
- Higher Education Reference Models (HERM) and its Business Capability Model (BCM) provide a structure
- *Bidders will map proposed solutions to the business capabilities they support*

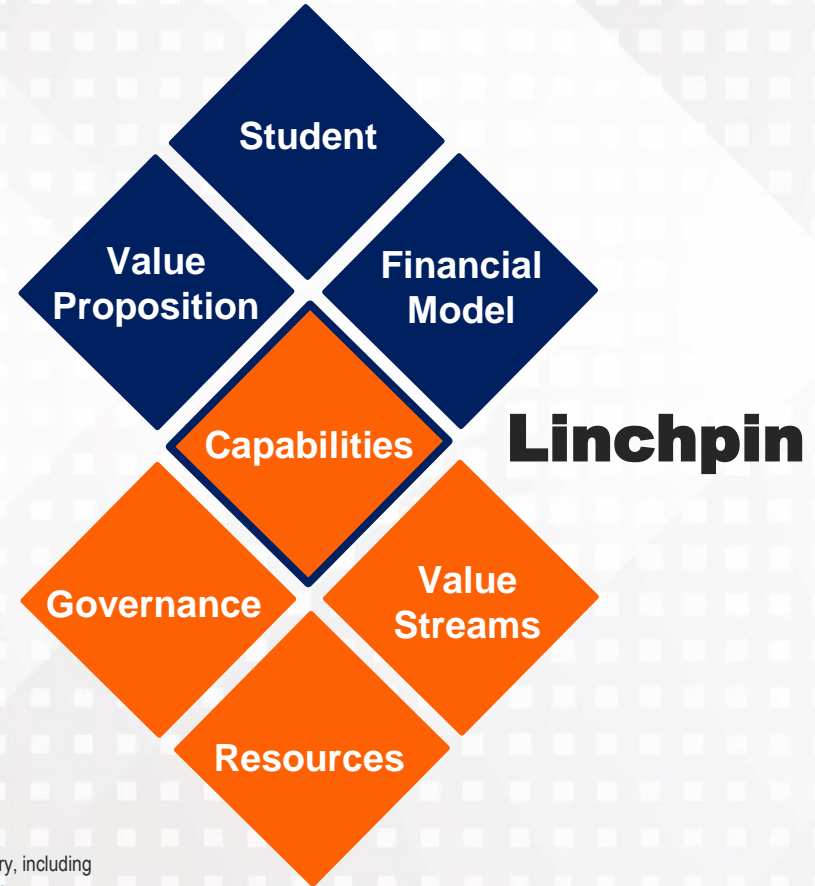
✓ **Business Outcomes**

- Align solution investments to the reasons why they are being made
- Business Outcomes Framework for organizing, defining and measuring business impact and value
- *Bidders will map proposed solutions to the business outcomes they have enabled*

Business Capabilities are the Vehicles of Value

Business Model

Operating Model



What is a Business Capability?



**Business
Outcomes**

A **Business Capability** is a particular logical **combination** of People, Process, Information, and Technology necessary to deliver a discrete required **outcome** to achieve a specific business **objective**.

Examples of Higher Ed Business Capabilities



Curriculum Management

- Curriculum Planning
- Curriculum Design
- Curriculum Production
- Curriculum Accreditation
- Offering Management
- Curriculum Improvement
- Curriculum Disestablishment

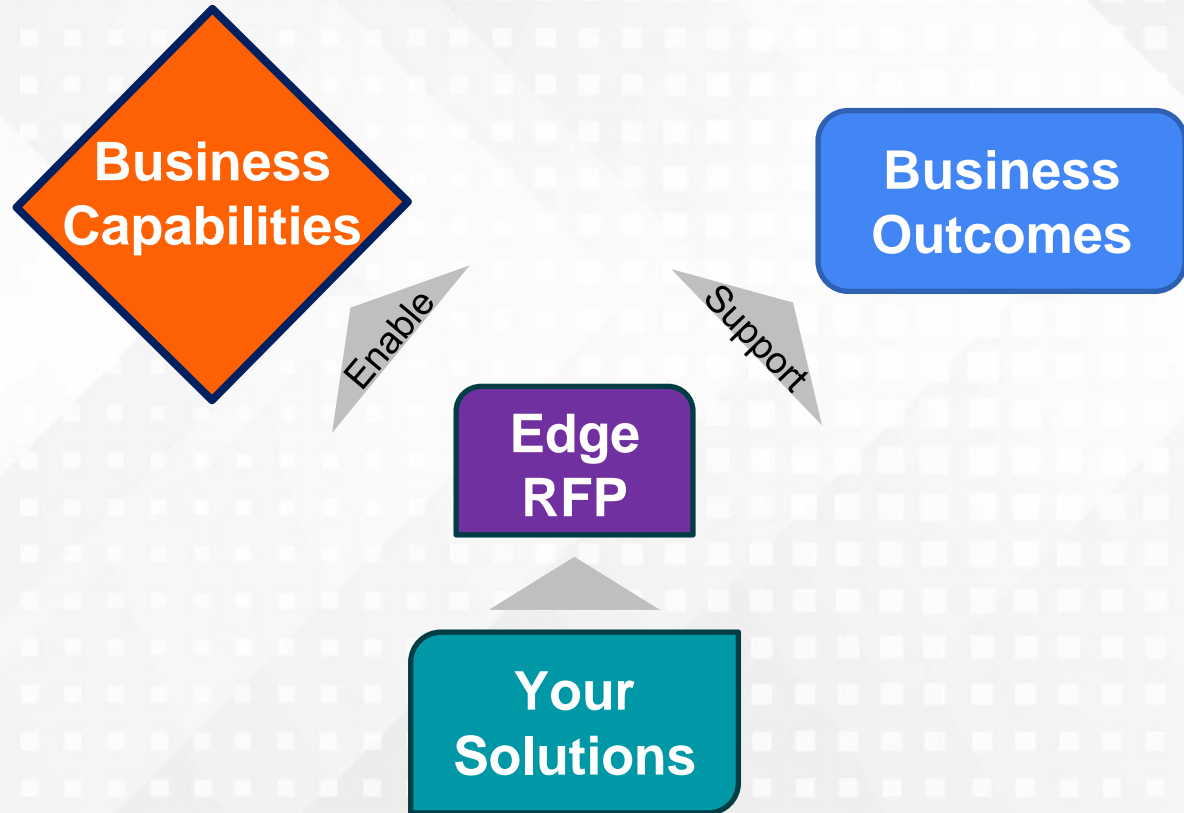
Marketing Management

- Advertising Management
- Campaign Management
- Market Research
- Marketing Planning
- Merchandising
- Communications Management

Marketplace Solutions Play a Critical Role



RFP: Map Solutions to Capabilities and Outcomes



Journey to Business Capabilities and Outcomes

**Business
Capabilities**

**Business
Outcomes**

- We did not want a feature/function RFP
 - Bulky, burdensome, outdated
 - Time, money and energy spent on non-value work
 - Rutgers vs PTS dilemma
- Needed to elevate the construct and the conversation
- Business Capabilities and Outcomes
 - Find or build frameworks for both
 - Offer value to all parties well beyond any RFP
- Higher Education Reference Models (HERM)
- Business Outcomes Framework™

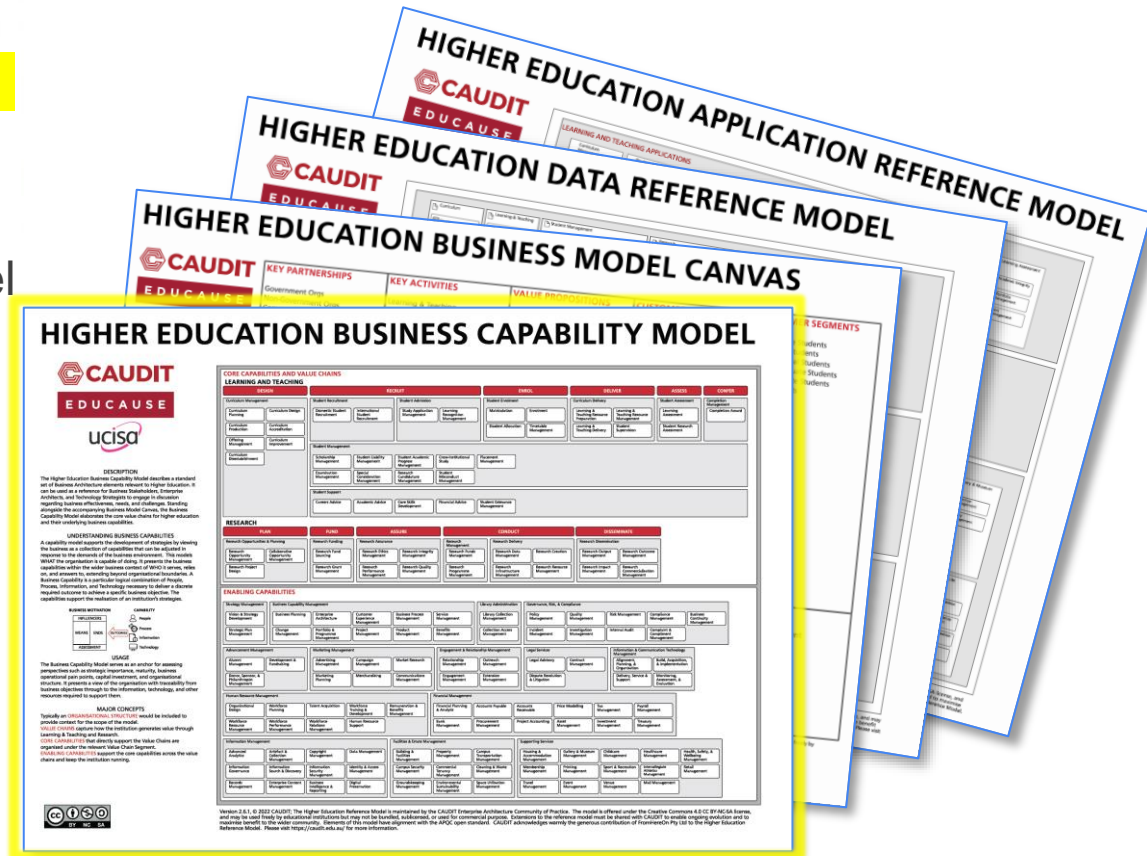
The Higher Education Reference Models

- Business Capability Model
- Business Model Canvas
- Data Reference Model
- Application Reference Model

The HERM is a global standard adopted and endorsed in 2021 by:

- EDUCAUSE
- CAUDIT
- UCISA
- EUNIS

to facilitate strategic and operational planning and investment.



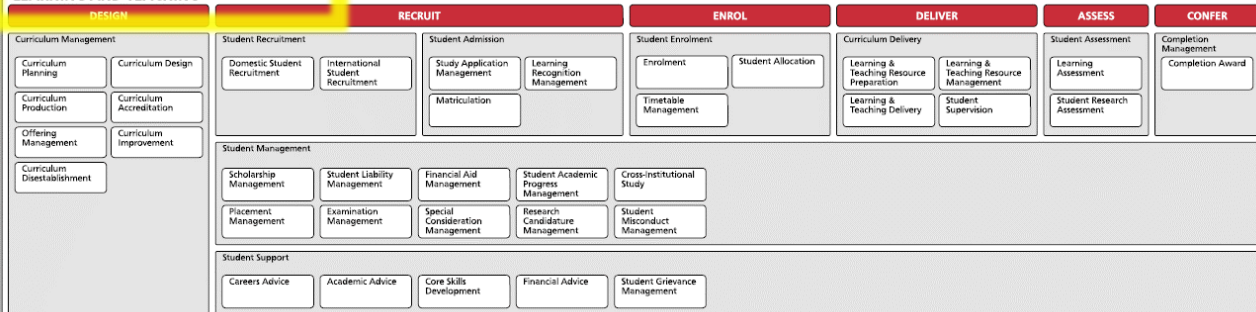
Higher
Education

Business Capability Model

(HERM BCM v300)

A comprehensive framework for
planning and managing
adaptive business capabilities
in a highly dynamic world.

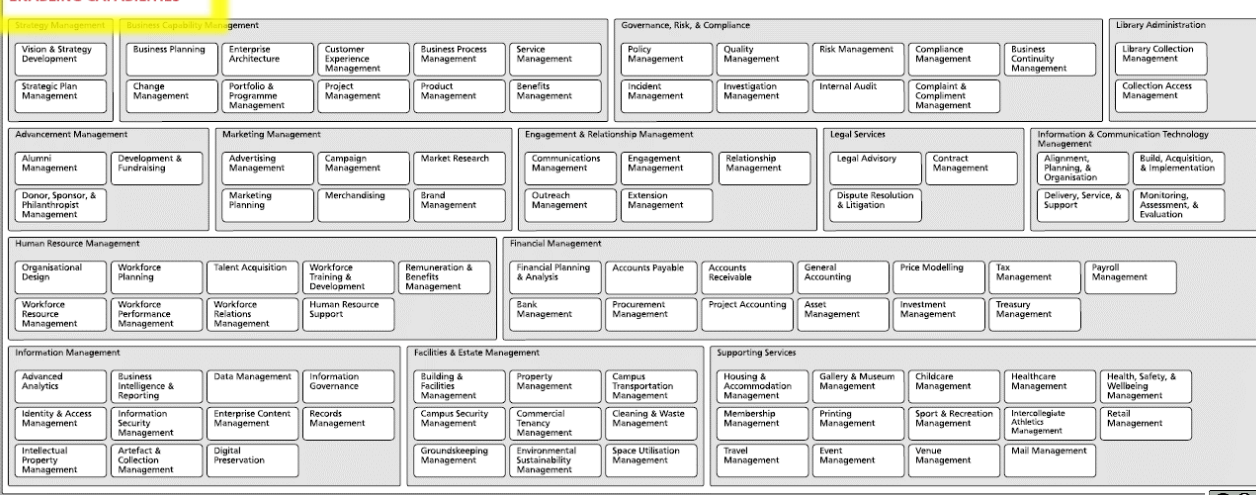
CORE CAPABILITIES AND VALUE CHAINS LEARNING AND TEACHING



RESEARCH



ENABLING CAPABILITIES



Core Capabilities and Value Chains

Learning and Teaching

Design || Recruit || Enroll || Deliver || Assess|| Confer

Student Recruitment (2), Admission (3), Enrollment (3), Student Management (8), Student Support (5)
Curriculum Management (7), Delivery (4), Assessment (2), Completion Management (1)

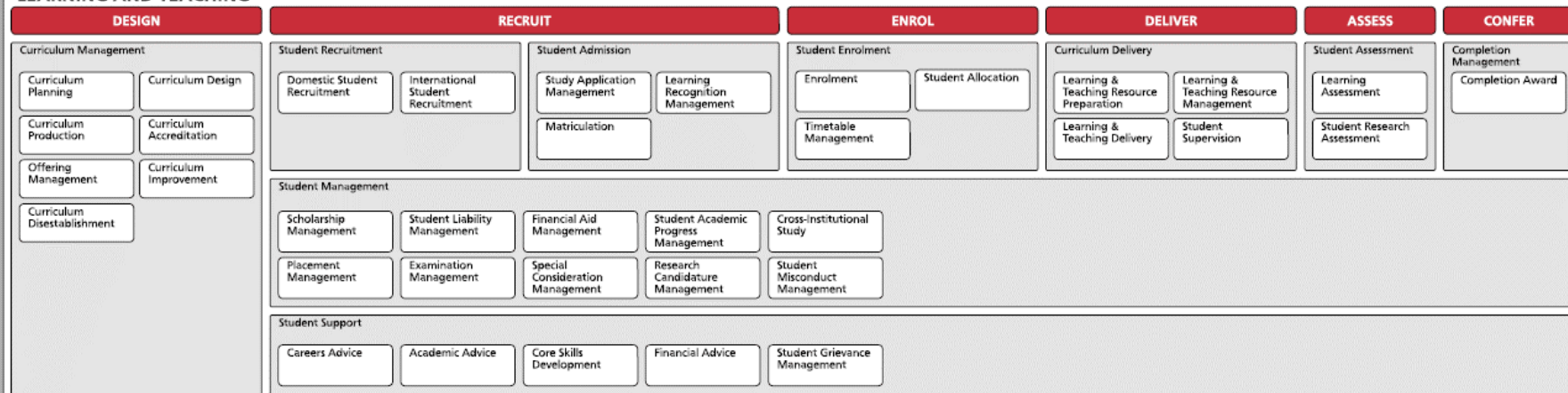
Research

Plan || Fund || Assure || Conduct || Disseminate

Research Planning (3), Funding (2), Assurance (4), Management (2), Delivery (4), Dissemination (4)

CORE CAPABILITIES AND VALUE CHAINS

LEARNING AND TEACHING



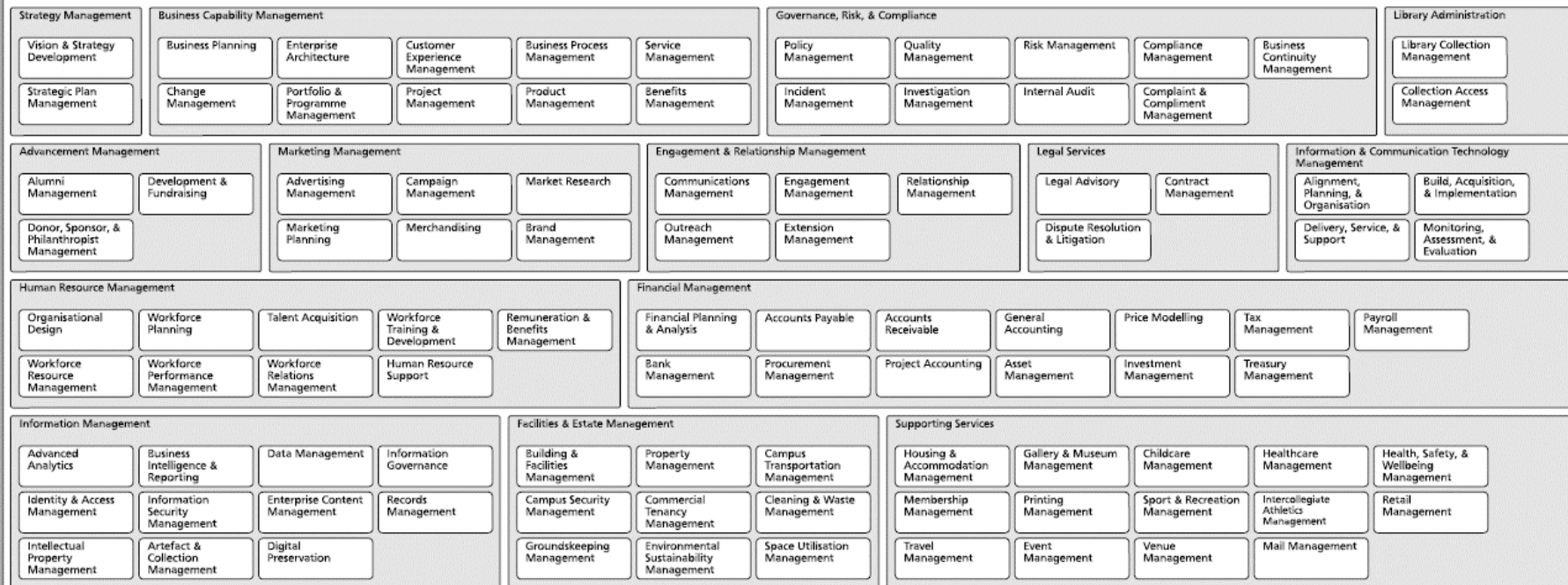
RESEARCH



Enabling Capabilities

Strategy Management || Business Capability Management || Library || Governance, Risk, & Compliance || Advancement Marketing || Engagement & Relationship Mgmt || Legal || Information & Communication Technology Mgmt || Human Resource Mgmt || Financial Mgmt || Information Management || Facilities & Estate Mgmt || Supporting Services

ENABLING CAPABILITIES



BC001 Curriculum Management

BC002 Curriculum Planning
 BC003 Curriculum Design
 BC004 Curriculum Production
 BC007 Curriculum Accreditation
 BC235 Offering Management
 BC038 Curriculum Improvement
 BC041 Curriculum Disestablishment

BC008 Student Recruitment

BC012 Domestic Student Recruitment
 BC013 International Student Recruitment

BC014 Student Admission

BC015 Study Application Management
 BC018 Learning Recognition Management

BC019 Student Enrollment

BC020 Matriculation
 BC021 Enrollment
 BC022 Student Allocation
 BC027 Timetable Management

BC023 Curriculum Delivery

BC024 Learning & Teaching Resource Preparation
 BC025 Learning & Teaching Resource Management
 BC026 Learning & Teaching Delivery
 BC059 Student Supervision

BC028 Student Assessment

BC029 Learning Assessment
 BC031 Student Research Assessment

BC032 Completion Management

BC035 Completion Award

BC044 Student Management

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 BC246 Student Liability Management
 BC046 Student Academic Progress Management
 BC225 Cross-Institutional Study
 BC030 Placement Management
 BC223 Examination Management
 BC224 Special Consideration Management
 BC047 Research Candidature Management
 BC049 Student Misconduct Management

BC052 Student Support

BC055 Careers Advice
 BC053 Academic Advice
 BC054 Core Skills Development
 BC056 Financial Advice
 BC226 Student Grievance Management

BC065 Research Opportunities & Planning

BC066 Research Opportunity Management
 BC067 Collaborative Opportunity Management
 BC070 Research Project Design

BC071 Research Funding

BC072 Research Fund Sourcing
 BC215 Research Grant Management

BC245 Research Assurance

BC094 Research Ethics Management
 BC212 Research Integrity Management
 BC090 Research Performance Management

What if Edge members could organize, catalog, and manage their business capabilities like they do their curriculum?

BC086 Research Dissemination

BC083 Research Output Management
 BC237 Research Outcome Management
 BC228 Research Impact Management
 BC088 Research Commercialization Management

BC147 Strategy Management

BC148 Vision & Strategy Development
 BC149 Strategic Plan Management

BC206 Business Capability Management

BC230 Business Planning
 BC209 Enterprise Architecture
 BC217 Customer Experience Management
 BC216 Business Process Management
 BC218 Service Management
 BC207 Change Management
 BC210 Portfolio & Program Management
 BC243 Project Management
 BC244 Product Management
 BC208 Benefits Management

BC133 Library Administration

BC213 Library Collection Management
 BC134 Collection Access Management

BC160 Governance, Risk, & Compliance

BC164 Policy Management
 BC165 Quality Management
 BC168 Risk Management
 BC170 Compliance Management

BC161 Business Continuity Management

BC234 Incident Management
 BC167 Investigation Management
 BC163 Internal Audit
 BC166 Complaint & Compliment Management

BC232 Advancement Management

BC037 Alumni Management
 BC222 Development & Fundraising
 BC233 Donor, Sponsor, & Philanthropist Management
 BC107 Marketing Management

BC241 Engagement Management

BC242 Extension Management

BC155 Legal Services

BC159 Legal Advisory
 BC156 Contract Management
 BC157 Dispute Resolution & Litigation

BC201 Information & Communication Technology Management

BC202 Alignment, Planning, & Organization
 BC203 Build, Acquisition, & Implementation
 BC204 Delivery, Service, & Support
 BC205 Monitoring, Assessment, & Evaluation

BC171 Human Resource Management

BC172 Organizational Design
 BC174 Workforce Planning
 BC175 Talent Acquisition
 BC182 Workforce Training & Development
 BC176 Remuneration & Benefits Management
 BC178 Workforce Resource Management
 BC181 Workforce Performance Management
 BC173 Workforce Relations Management
 BC183 Human Resource Support

BC184 Financial Management

BC190 Financial Planning & Analysis
 BC187 Accounts Payable
 BC188 Accounts Receivable
 BC189 Price Modelling

BC191 Tax Management

BC214 Payroll Management
 BC192 Bank Management
 BC193 Procurement Management
 BC194 Project Accounting
 BC197 Asset Management
 BC199 Investment Management
 BC219 Treasury Management

BC135 Information Management

BC144 Advanced Analytics
 BC140 Artifact & Collection Management
 BC141 Copyright Management
 BC143 Data Management
 BC136 Information Governance
 BC137 Information Search & Discovery
 BC138 Information Security Management
 BC139 Identity & Access Management
 BC145 Records Management
 BC146 Enterprise Content Management

BC211 Business Intelligence & Reporting

BC231 Digital Preservation

BC125 Facilities & Estate Management

BC126 Building & Facilities Management
 BC127 Property Management
 BC128 Campus Transportation Management
 BC129 Campus Security Management
 BC130 Commercial Tenancy Management
 BC131 Cleaning & Waste Management
 BC132 Groundskeeping Management
 BC221 Environmental Sustainability Management
 BC227 Space Utilization Management

BC114 Supporting Services

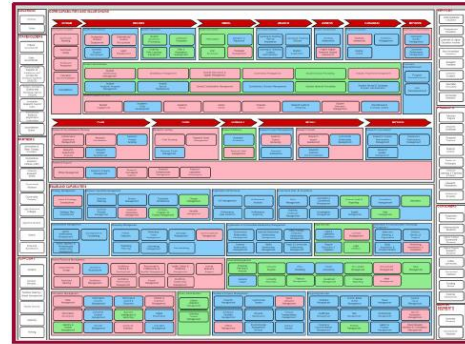
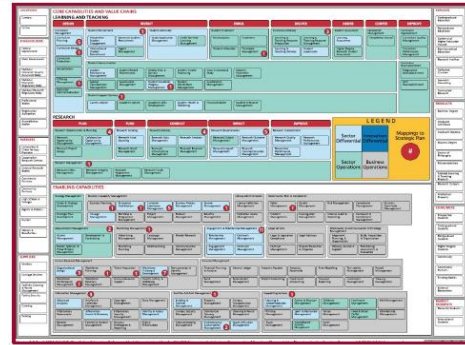
BC115 Housing & Accommodation Management
 BC116 Gallery & Museum Management
 BC117 Childcare Management
 BC118 Healthcare Management
 BC180 Health, Safety, & Wellbeing Management
 BC124 Membership Management
 BC120 Printing Management
 BC121 Sport & Recreation Management
 BC229 Intercollegiate Athletics Management
 BC123 Retail Management
 BC195 Travel Management
 BC110 Event Management
 BC122 Venue Management
 BC119 Mail Management

Using the models

The Higher Education Reference models help institutions to:

- Foster 'whole of institution' understanding and thinking
 - The 'map of our world'
- Use enterprise storytelling to engage effectively with stakeholders
- Guide operational and strategic planning
- Facilitate the exchange of architectural knowledge and best practice throughout the community
- *Invest in the capabilities that deliver the most important business outcomes*

Examples from
University of Auckland

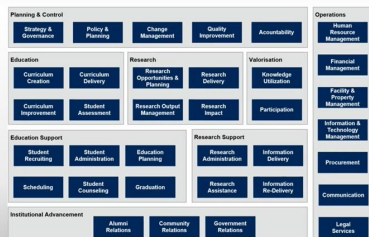


Use Case Examples for Capability Models

Sample Use Cases for the Business Capability Model

Use Cases:

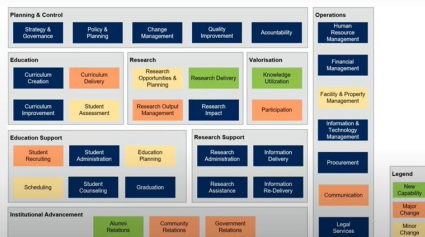
- ☐ Degree of Change
- ☐ Pace of Change
- ☐ Strategic Priorities
- ☐ IT Support Levels
- ☐ Key Applications



Sample Heat Map Indicating Degree of Change

Use Cases:

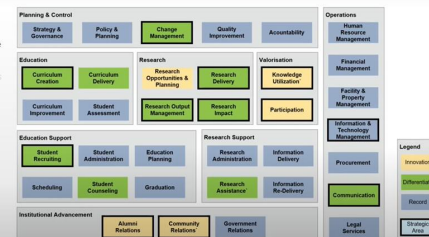
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Pace Layering for Managing Pace of Change

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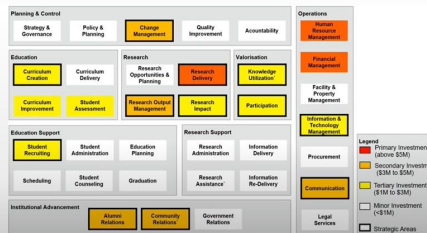
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Strategic Choices and Priorities

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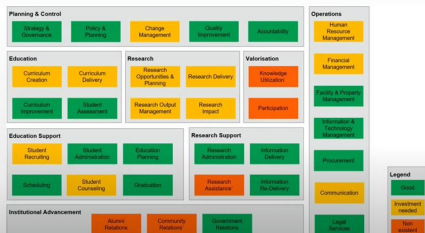
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IT Support Levels

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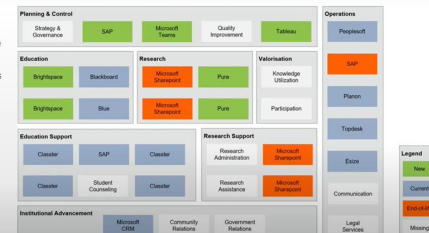
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Key Application Landscape

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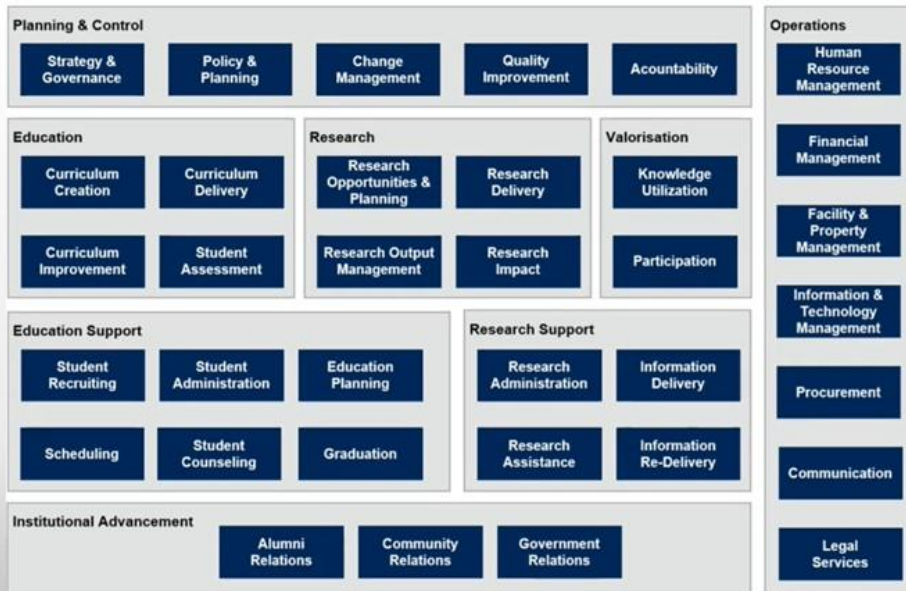
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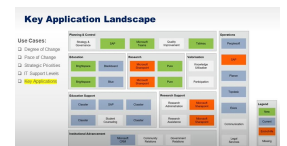
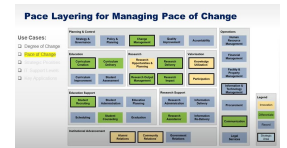
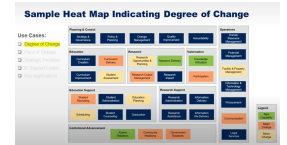
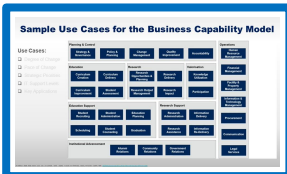
Sample Use Cases for the Business Capability Model

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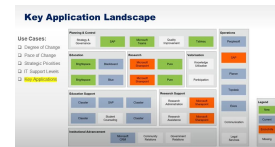
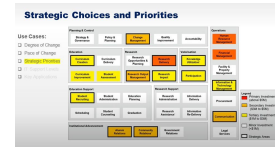
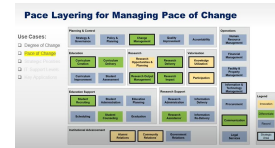
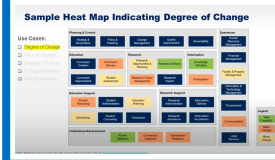
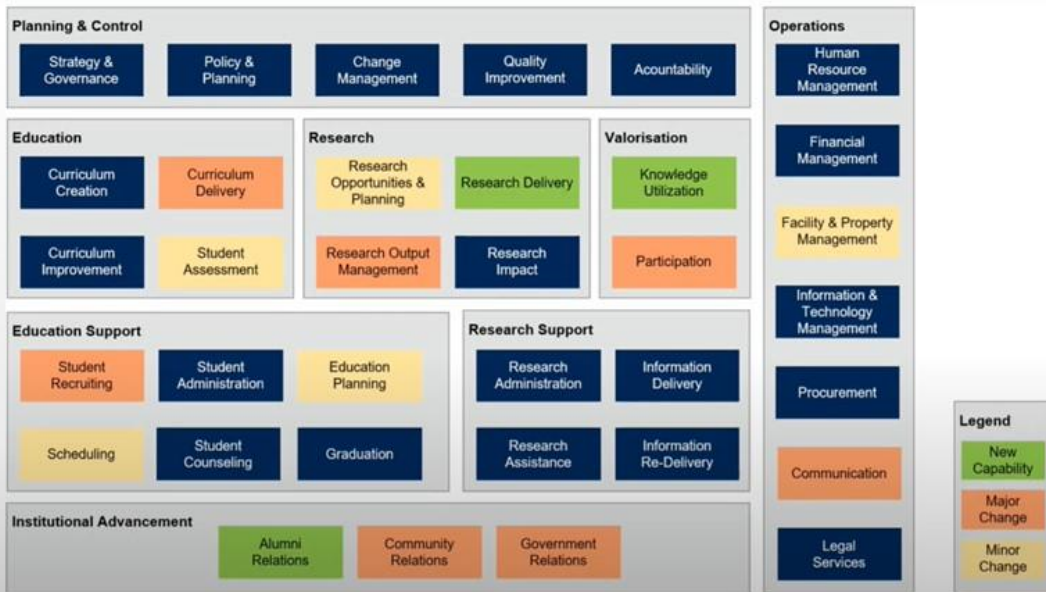
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Sample Heat Map Indicating Degree of Change

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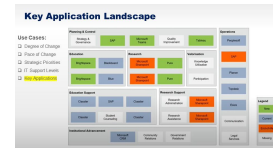
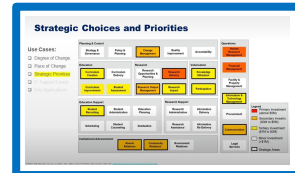
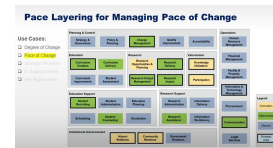
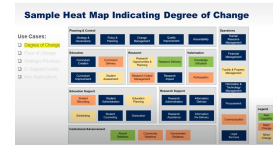
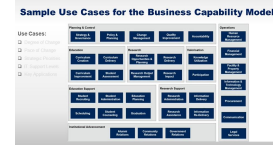
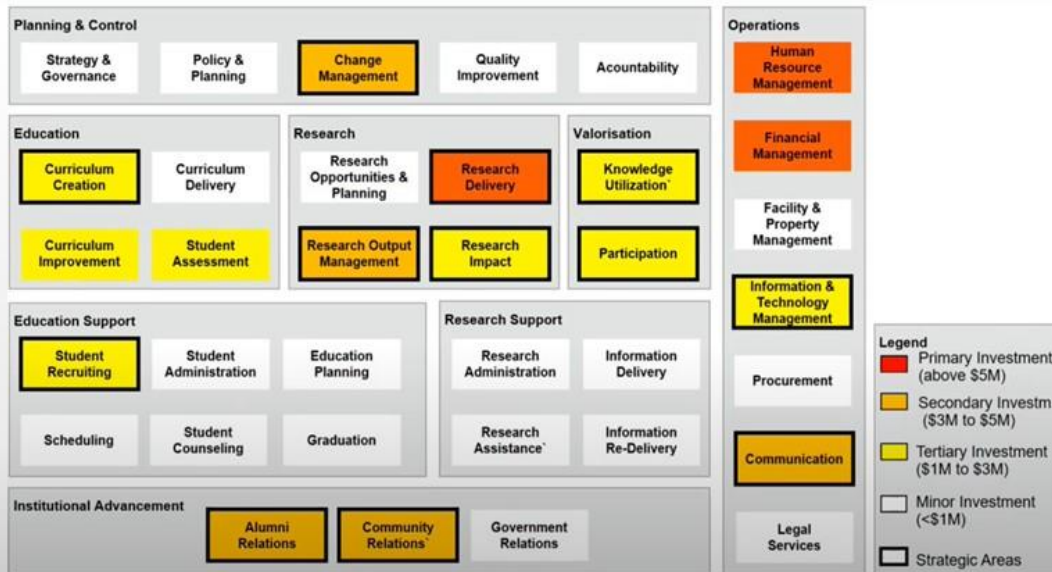
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Strategic Choices and Priorities

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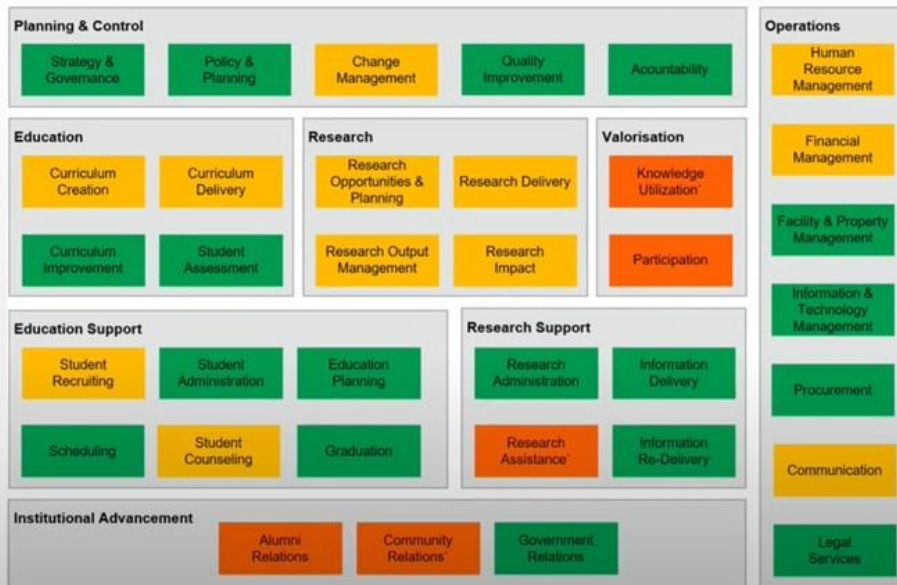
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IT Support Levels

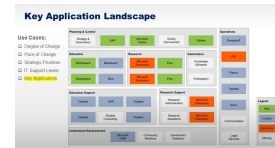
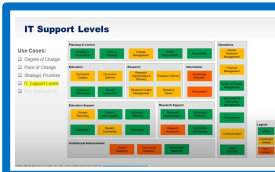
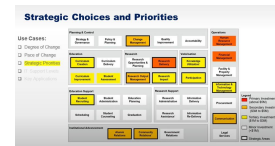
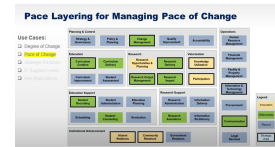
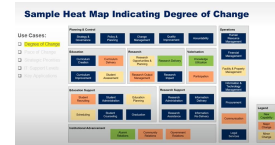
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Legend

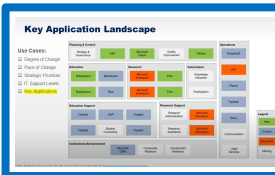
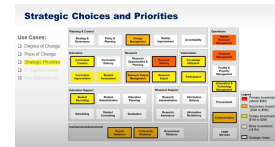
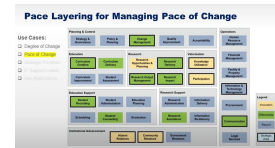
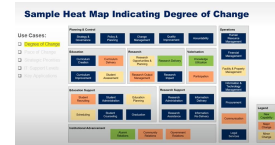
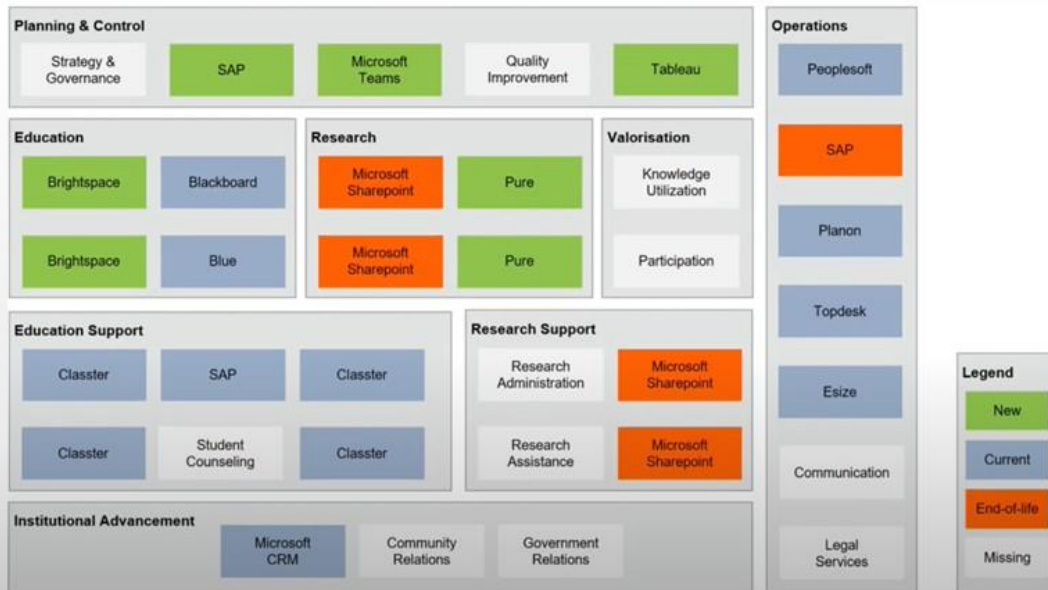
- Good
- Investment needed
- Non-existent



Key Application Landscape

Use Cases:

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BC053 Academic Advice	BC160 Governance, Risk, & Compliance	BC164 Financial Management	BC125 Retail Management
BC054 Core Skills Development	BC164 Policy Management	BC190 Financial Planning & Analysis	BC195 Travel Management
BC056 Financial Advice	BC165 Quality Management	BC187 Accounts Payable	BC110 Event Management
BC226 Student Grievance Management	BC168 Risk Management	BC188 Accounts Receivable	BC122 Venue Management
BC065 Research Opportunities & Planning	BC170 Compliance Management	BC189 Price Modelling	BC119 Mail Management

With so many uses...

- As an enterprise planning and management resource
- As a connector of members and solution providers
- And the clear potential for a consortium-wide resource

Edge has embraced and is endorsing the HERM to its members.

The Business Capability Model is the foundation for the solution scope of the HE Ecosystem RFP.

Core Capabilities and Value Chains

Learning and Teaching

Design || Recruit || Enroll || Deliver || Assess|| Confer

Student Recruitment (4), Admission (2), Enrollment (4), Administration (11), Assessment (2)
Curriculum Management (8), Delivery (4), Completion Management (1), Support Services (6)

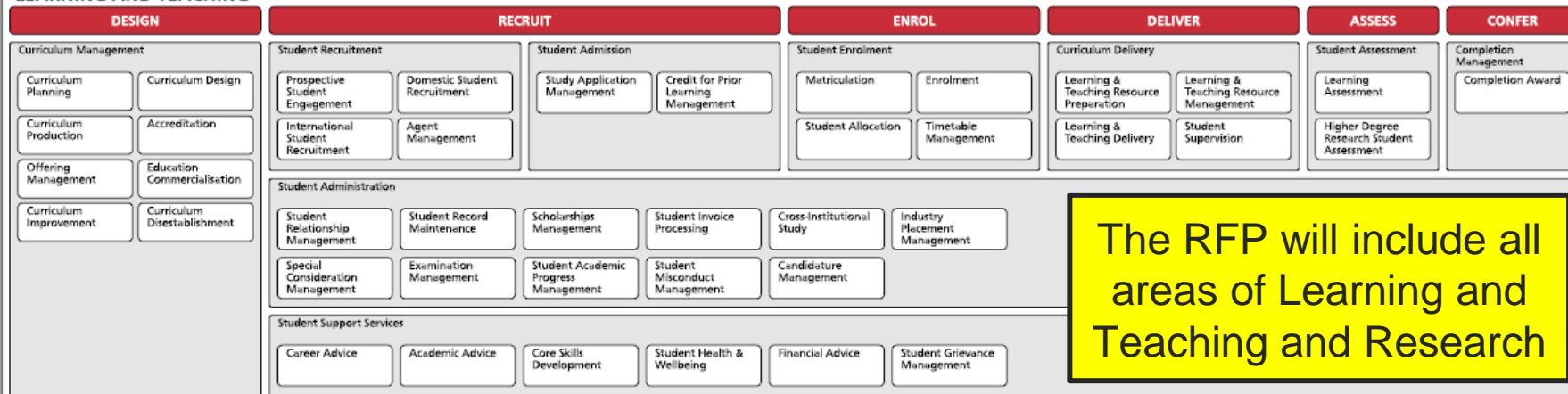
Research

Plan || Fund || Assure || Conduct || Impact

Research Opportunities (3), Funding (2), Assurance (4), Management (2), Delivery (4), Dissemination (4)

CORE CAPABILITIES AND VALUE CHAINS

LEARNING AND TEACHING



The RFP will include all areas of Learning and Teaching and Research

RESEARCH

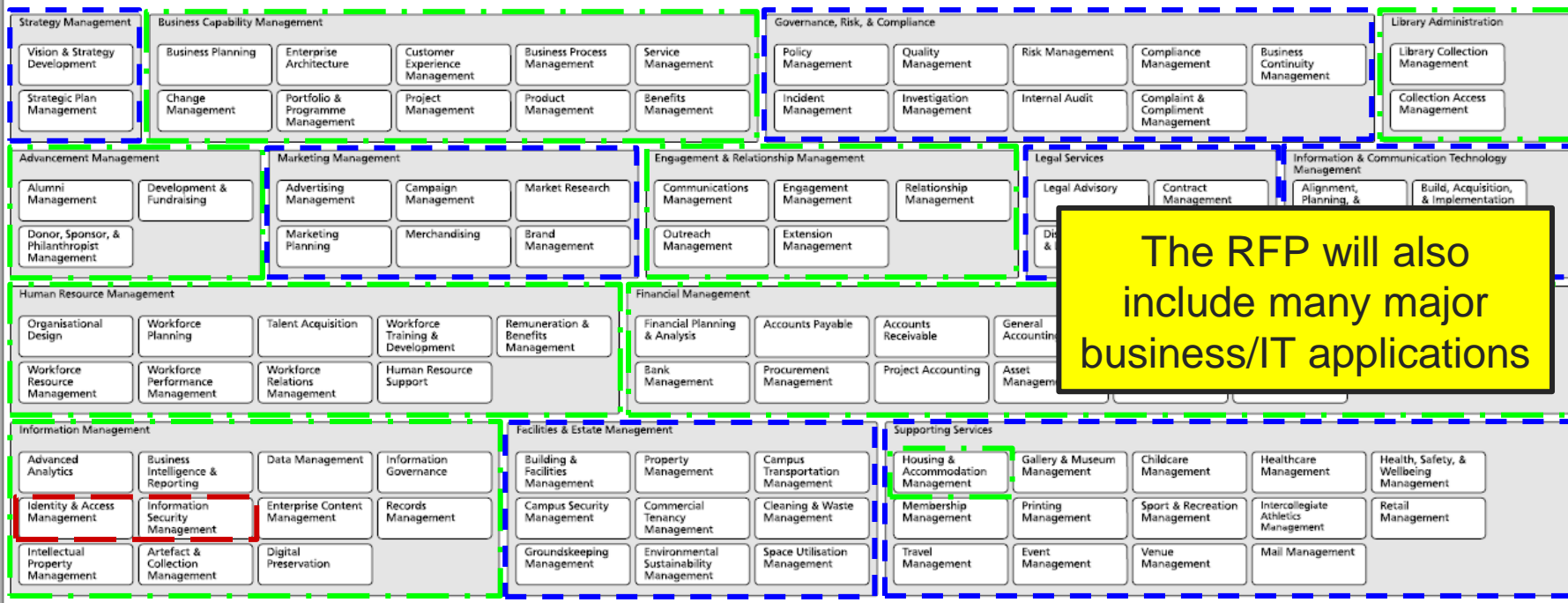


Enabling Capabilities

Strategy Management || Business Capability Management || Library || Governance, Risk, & Compliance || Advancement
 Marketing || Engagement & Relationship Mgmt || Legal || Information & Communication Technology Mgmt
 Human Resource Mgmt || Financial Mgmt || Information Management || Facilities & Estate Mgmt || Support Services

RFP #1 - Administrative/Academic
 RFP #2 - Supporting Services
 RFP #3 - Cyber

ENABLING CAPABILITIES



Bidders Respond to Each Capability they Support

Parent Capabilities

- ☐ Curriculum Management
- ☐ Student Recruitment
- ☐ Student Admission
- ☐ Student Enrollment
- ☒ **Curriculum Delivery**
- ☐ Student Assessment
- ☐ Completion Management
- ☐ Student Management
- ☐ Student Support
- ☐ Research Opportunities & Planning
- ☐ Research Funding
- ☐ Research Assurance
- ☐ Research Management
- ☐ Research Delivery
- ☐ Research Dissemination
- ☐ Library Administration
- ☐ Advancement Management
- ☐ Engagement & Relationship Management
- ☐ Human Resource Management
- ☐ Financial Management
- ☐ Information Management
- ☐ Supporting Services - Housing

BC023 Curriculum Delivery

BC025 Learning & Teaching Resource Management

Learning & Teaching Resource Management ensures learning resources are available and accessible for learning activities.

The delivery of learning activities may require learning resources be made available to and accessible by students and staff in relevant learning systems, repositories, and facilities.

Response Elements

Support: Full/Partial/None

Solution Name(s): List

Client Production Status: Live/Live and Referenceable/NA

Summary Statement of Solution Capability Support

Capability Support Attachment

- A well-organized, straightforward briefing document that provides greater detail for solution support of capability
- Word or PPT, provided as a PDF

Business Outcomes

- Historically, the focus of solution investment conversations has tended toward “what”, “how”, and “how much”
- Business Outcomes are the “Why” behind every solution investment
- Focusing on Business Outcomes enables:
 - Buying organizations to determine and declare the business value they are seeking to achieve
 - Solution providers to show how their solutions support the achievement of business value

Outcomes Elevate the Conversation

From What Requested Features

We need APIs to the Registration modules of the most common Student Information Systems.

Automatic financial reporting to external stakeholders.

The system will streamline our onboarding experience for new employees.



To Why Business Outcomes

Deliver multi-institution degree programs & generate \$15M in new revenue within 2 years

Reduce costly and time-consuming external audit requests by 50% within 18 months


Increase NPS new-hire onboarding for persons with disabilities to 98% before the next school year

Features by themselves are simply **components that enable business capabilities**.
It's the **capabilities of an institution** that produce the intended **business outcomes**.

Business Value Categories

Business Drivers

Investment Areas

Business Outcomes 

Business Outcome 3 ...

reputation speed to value satisfaction agility quality

Value Vectors

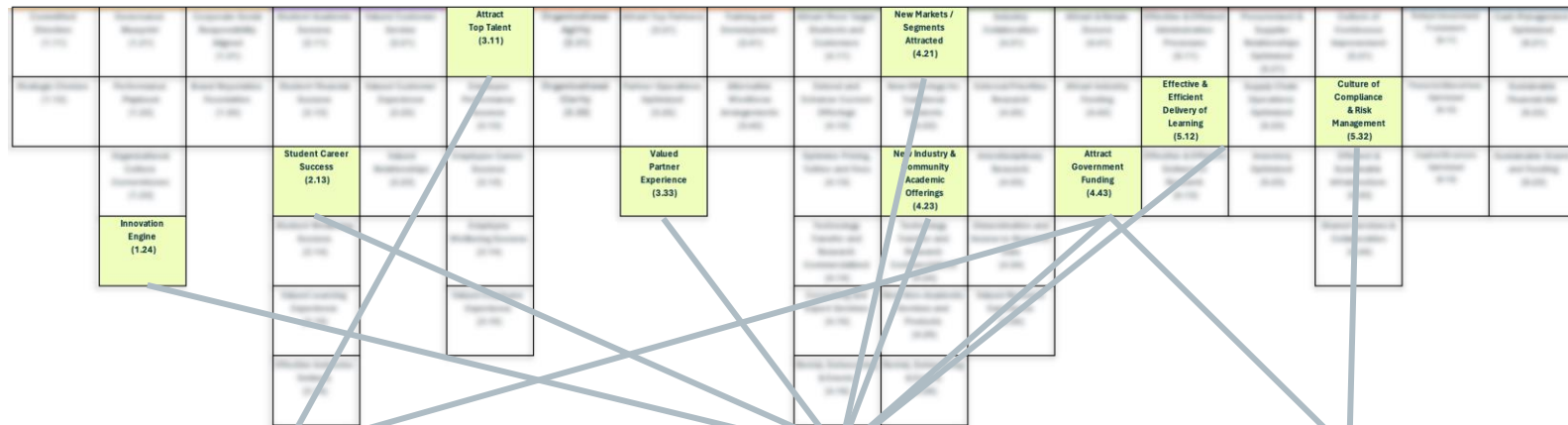
Business Outcomes Map for an Initiative



Business Value Categories



Business Drivers



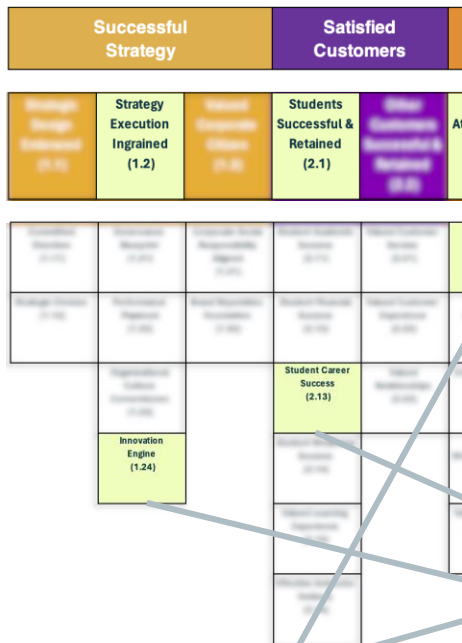
Investment Areas



Business Outcomes

Value Vectors

Business Outcomes Framework™



As with the HERM, with so many uses...

- As an enterprise planning and management resource
- As a connector of members and solution providers
- And the clear potential for a consortium-wide resource

Edge is exploring further uses of the Business Outcomes Framework for its members and providers.

The Business Outcomes Framework is the foundation for the Business Outcomes section of the HE Ecosystem RFP.

Increase NPS new-hire onboarding for persons with disabilities to 98% before the next school year

generate \$15M in new revenue within 2 years

add requests by 50% within 10 months

value creation

reputation

speed to value

satisfaction

revenue

agility

risk

quality

Business Outcomes



Value Vectors

Each Investment Area will be Listed and Defined

Business Value Categories

- ❑ Strategy Successful
- ❑ Satisfied Customers
- ❑ **Optimal Capacity**
- ❑ Revenue Growth
- ❑ Costs Optimized
- ❑ Financial Stability

Plus Subordinate

- ❑ Business Drivers
- ❑ Investment Areas

Value Category: Optimal Capacity

Ensuring resources are efficiently utilized to meet demand without excess or shortage, maximizing productivity.

Business Driver: Talent Attracted and Retained

Securing and retaining top performers to ensure a competitive edge and innovation

Investment Area: Attract Top Talent

The identification, recruitment and welcoming of talented employees through a valued onboarding experience. Examples: Executives, faculty, researchers, academic & operations staff ... identifying, attracting, engaging, recruiting, onboarding ... compensation, benefits, perks ...

Response Elements

Business Outcome: "Headline" outcome statement

Outcome Status: Aspirational/Anecdotal/Proven

Client Demographic: Affiliation, Level, FTE

Value Vectors: Listed

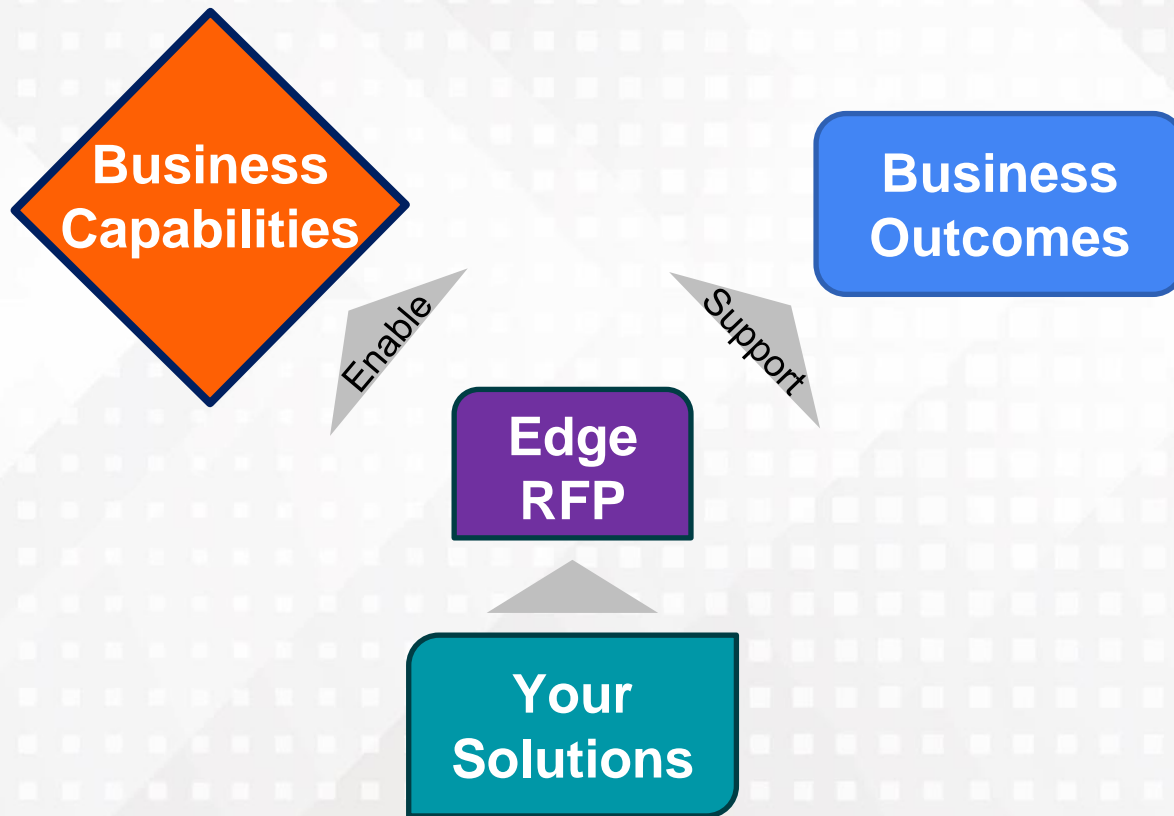
Institution Name: Optional

Internal Reference #: For Edge due-diligence verification

Optional: Outcome Support Attachment

- A well-organized, straightforward briefing document that provides greater detail for solution support of business outcome
- Word or PPT, provided as a PDF

Beyond the RFP: Resources for Members



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Beyond the RFP: Resources for Members

**Business
Capabilities**

**Business
Outcomes**

- Edge will create a protected resource for members
 - Research Business Capability coverage by solution providers
 - Discover Business Outcomes enabled by solution providers
- Edge will provide option for bidders to curate their Business Capability and Business Outcomes information
 - Update and expand as progress is made
 - Positioned for annual refresh

Timeline, Platforms, Process and Results

- RFP release date: June 18, 2024
- RFP last questions: August 16, 2024
- RFP close date: September 24, 2024

- Bid event managed on the BidNet Direct platform
- Detailed responses collected via DecisionDirector®

- Expect a high volume of respondents
- Evaluation process includes orals/demos
- Multiple awards anticipated based on satisfactory ratings

- Master agreements, 7 years with annual refresh

Q&A

- Questions
- Comments
- Concerns
- Next Steps

[EdgeMarket HE Ecosystem RFP #1 - Information Page](#)

