



Tools and Technology to Drive Services Procurement Forward

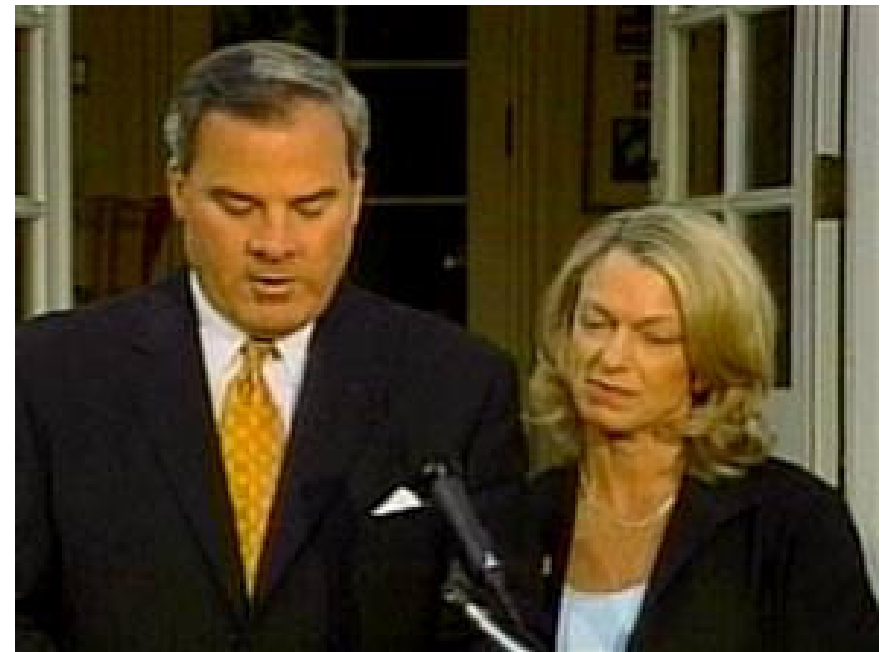


Integrity/Honesty

Zero Tolerance

Zero Tolerance

HARTFORD, Conn. - Gov. John G. Rowland announced his resignation Monday amid a months-long cascade of graft allegations, a federal investigation and a rapidly gathering drive to impeach him for accepting gifts from friends and businessmen.



Zero Tolerance

Air Force Contracts Biggest Procurement Scandal to hit the Pentagon

Darleen Druyun, the principal deputy assistant secretary for Air Force acquisition and management awarded contracts to Boeing “outside the normal acquisition process”.

She was convicted to nine months in federal prison for favoring Boeing in contract talks in exchange for a future job for herself, her daughter and her son-in law.

Concepts

Simplify The Process

Eliminate The Valueless

Automate The Mundane

Innovation

Wireless Laptop on the Beach in Maui

Vision

Technology Tools

eForms

Shipping

Travel on Line

eRequisitioning

eSourcing

Open Text

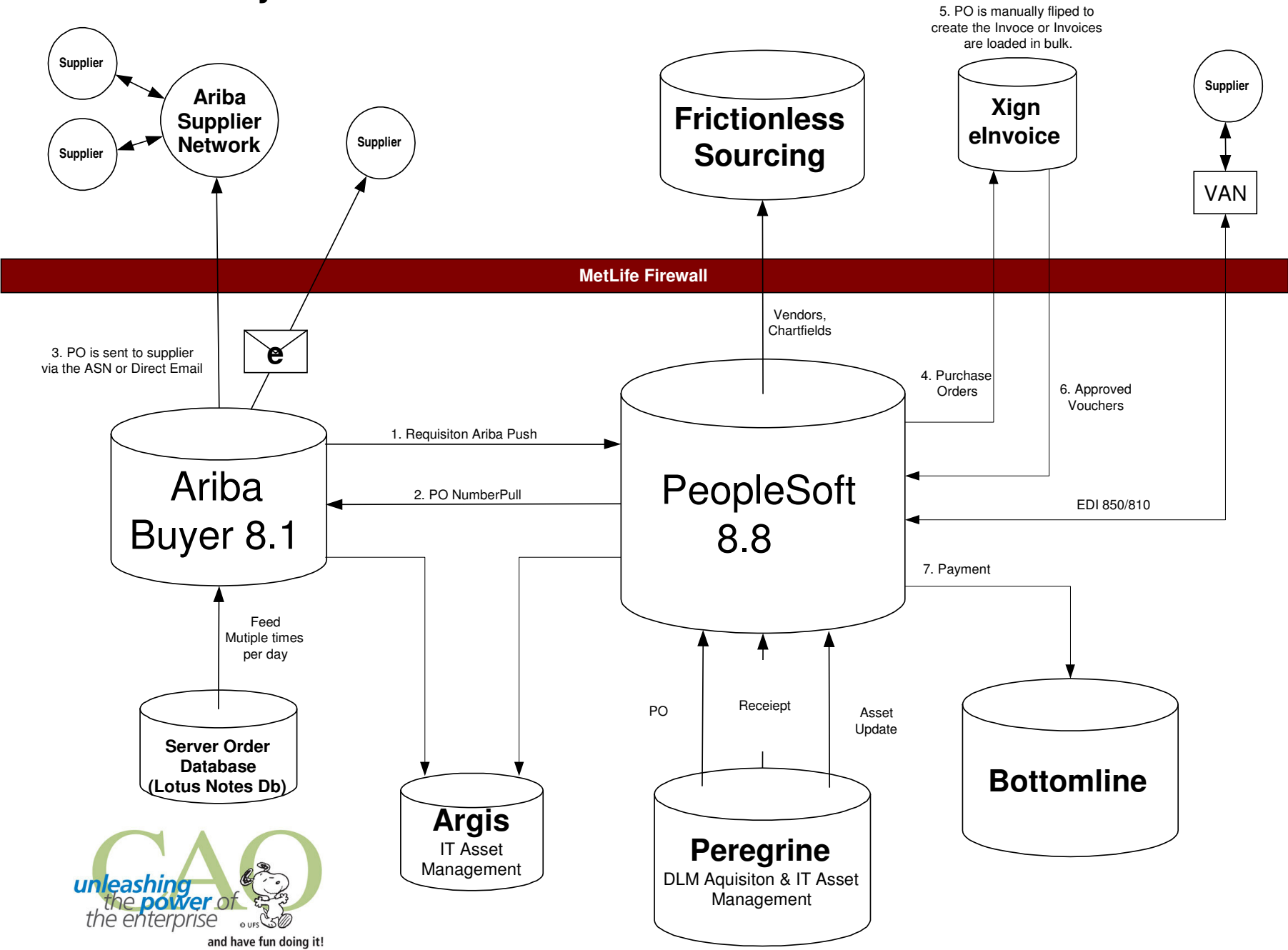
Accuship

Get There

Ariba

Frictionless

Procurement Systems Process Flow



MetLife®



Travel Services



Travel Online

Travel Online accounts 81% of airline reservations

Users	10,000
Tickets	73,688
Online Tickets	59,969
Online Bookings	82,336
Web Site Hits	234,925

Ariba eProcurement

MetLife®



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▼ Reconcile



Paul F Smetana last visit 2/7/2006 4:49 PM, Metlife

Announcement To All Users:

Finance Policy

A new Finance Policy change has been approved and is now active in Ariba eProcurement. To learn more about the details of this new policy please click [here](#).

Support Services

For questions, please contact the Customer Advocate Group 1-866-548-5767.

DoneInternet

Ariba eProcurement

98% of ALL Purchase Order Spend* (\$1.4B)

89% of ALL Purchase Order Lines* (~600K)

Over 14,000 Unique Users (31,000 users loaded)

Over 4,000 users trained (1,050 in 2005)

121 Catalogs (19,860 items)

1878 total suppliers on-line

559 Ariba Supplier Network

1,319 Email

*DLM represents 10% of the remaining lines and 1% of dollars will be migrated to Ariba by Q4 2006. PS direct entry represents the remaining 1% of Volume and spend



Ariba Buyer - Microsoft Internet Explorer

File Edit View Favorites Tools Help

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Favorites

Media

Address http://buyer.metlife.com/Buyer/Main?awsnr=_e38&awr=16

Google

Options

AutoFill

AutoLink

Check

0 blocked

New!

Go

Links

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Toggle Currency

Toggle Tips

Preferences

1 Add Title

2 Add Items

3 Checkout

PR394160: Untitled Requisition

Items: 1 Total: \$1.00USD

2 IT Consulting Services Form

Requisition

< Prev

Next >

Exit

STEP 1. Attach the Statement of Work.

* Comments: Statement of Work

**NOTE: YOU WILL BE REQUIRED TO ADD THE STATEMENT OF WORK AS AN ATTACHMENT TO SUBMIT THIS REQUISITION. THE ATTACHMENT CAN BE ADDED ON THE SUMMARY TAB UPON CHECK OUT.

STEP 2. Choose a Project Code.

* MET Project: (no value) Please enter Project

STEP 3. Est. # of Consultants and % of Work Offshore.

of Consultants: % Offshore: 0

Value must not be zero.

STEP 4. Enter the Related RFX#.

RFX #:

Update

Done

Internet

Ariba Buyer - Microsoft Internet Explorer

File Edit View Favorites Tools Help

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Address http://buyerdev.metlife.com:33500/Buyer/Main/aw?awsn=_j6&awr=h Go Links

MetLife Home Help Logout

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Shopping Cart

- 1 Add Title
- 2 Add Items
- 3 **Checkout**

PR5911: Untitled Requisition
Items: 1 Total: \$1,000,000.00USD

3 Checkout Requisition

Review your requisition, make changes as necessary, and submit the request for approval. [How To](#) [Screen Details](#)

Summary Approval Flow

Approval Flow - Requisition

Legend: ☐ Pending ☒ Active ☒ Approved ☒ Denied ☒ Watcher

Jane Doe ☒ Bob Fisk ☒ George Davis ☒ Mary Sullivan

Delete Approver

User will be presented with the options of who they can remove.

< Prev Submit Exit

Submit Hook

- 4MB File limit on Attachments
- 100K justification for Expense
- Apply specific language in comments area for exempt tax locations

Ariba Buyer - Microsoft Internet Explorer

File Edit View Favorites Tools Help

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Media

Address http://buyerdev.metlife.com:33500/Buyer/Main/aw?awsn=_jk&awr=f

Google

Options

AutoFill

AutoLink

Check

0 blocked

Go

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Preferences

Toggle Tips

1 Add Title

2 Add Items

3 Checkout

PR6856: Untitled Requisition

Items: 1 Total: \$300,000.00USD

3 Warning

This requisition is greater than \$100,000 USD and requires justification for the expense. Please proceed to the Summary Tab, by clicking the '<Prev' button and enter a comment and/or attachment that provides an explanation for the expense. Once the comment or attachment is created, you can Submit the Requisition. If the justification has already been attached to requisition, please simply Submit the requisition.

< Prev

Submit

Exit

Done

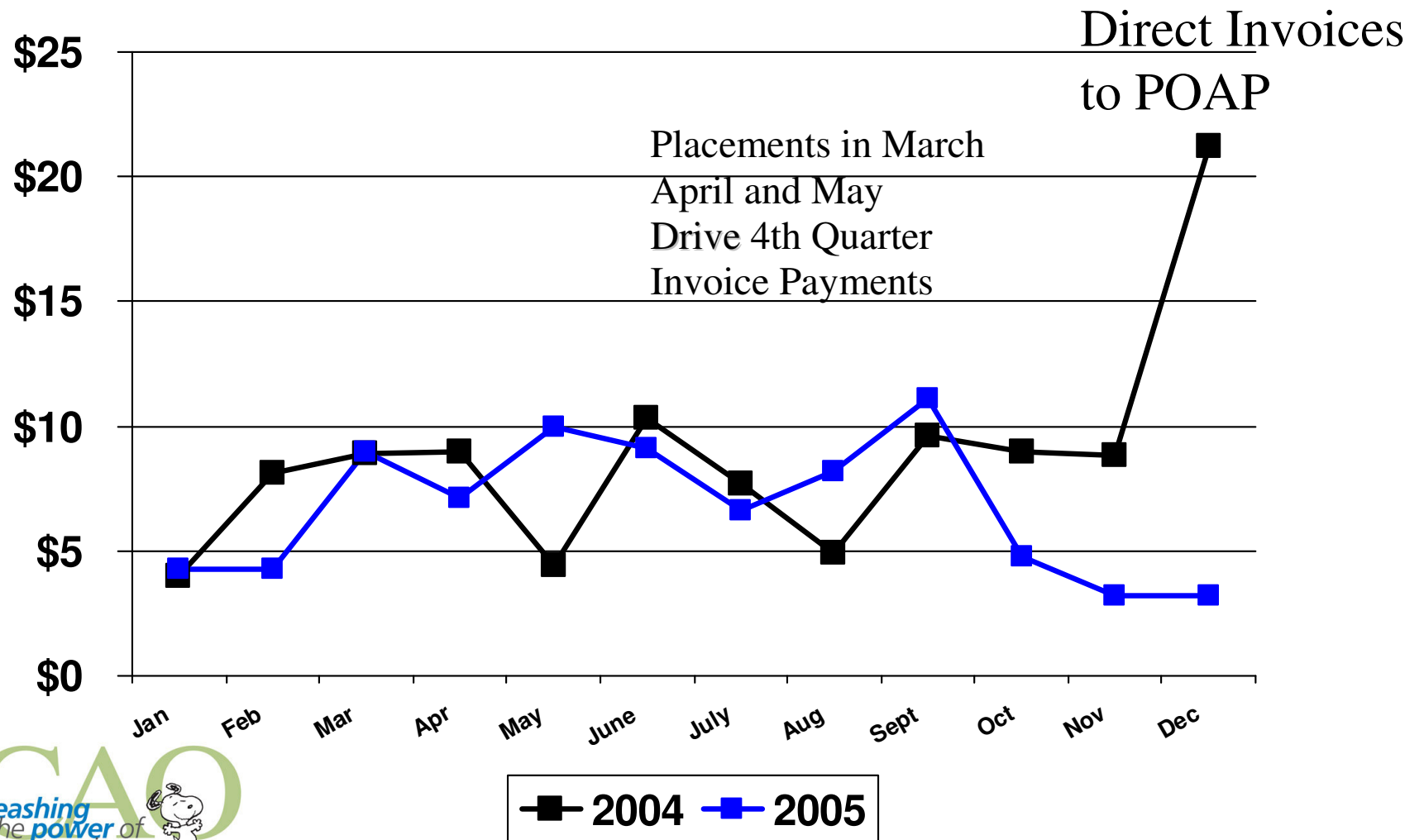
Internet

Finance Policy

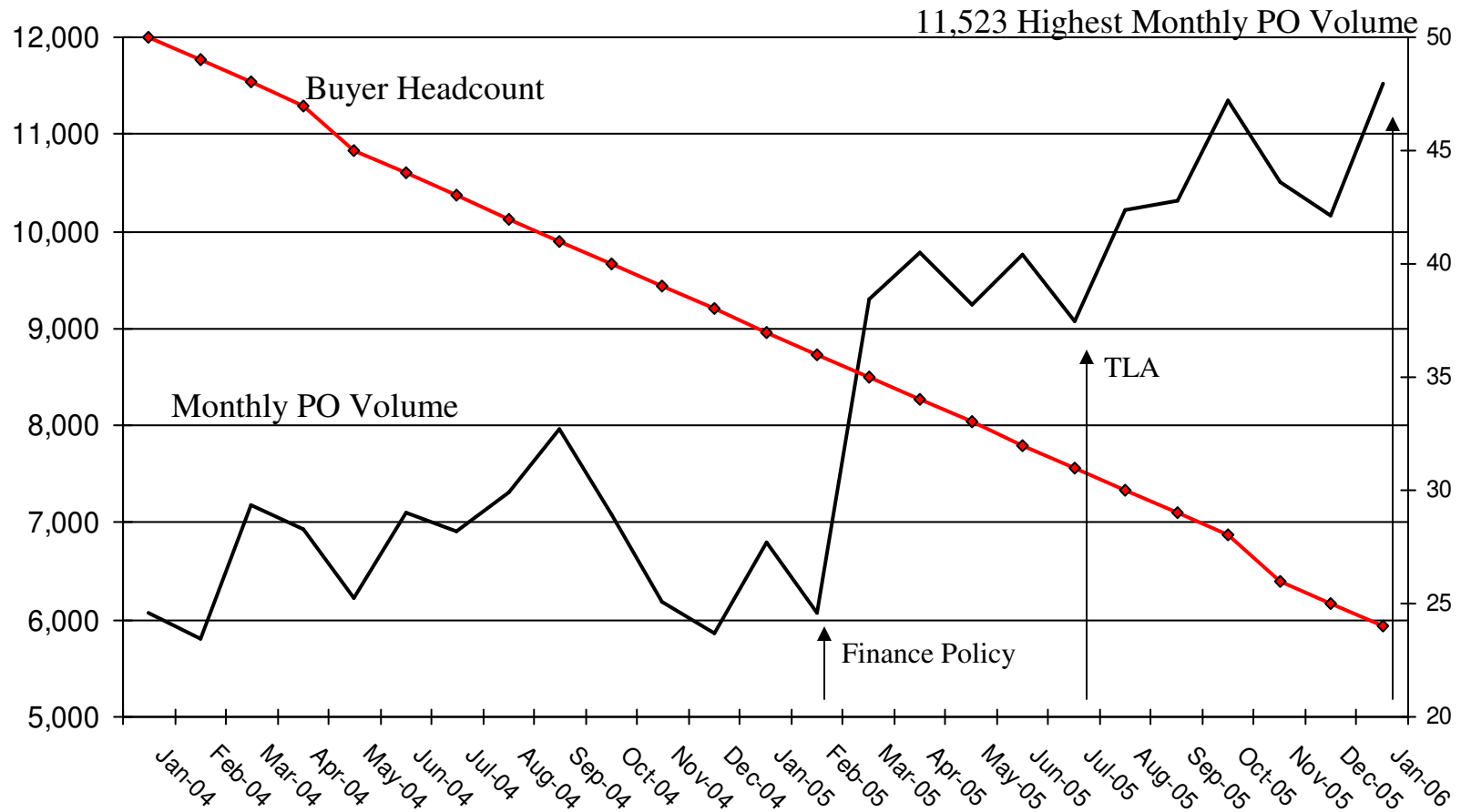
Have the Policy Work for You



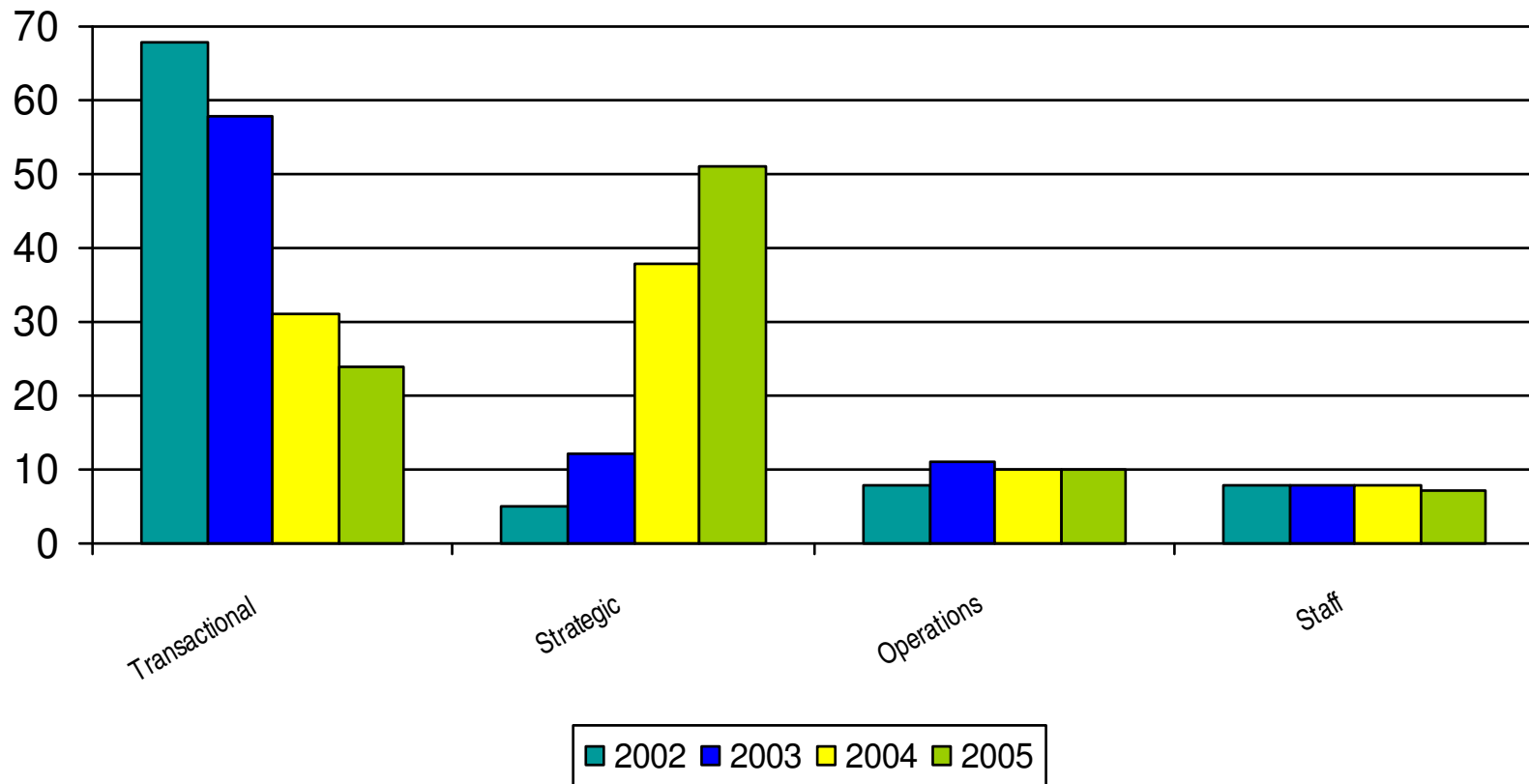
Impact of Finance Policy Direct Spend



Monthly Purchase Order Volume 1/04-1/06



Organizational Transformation

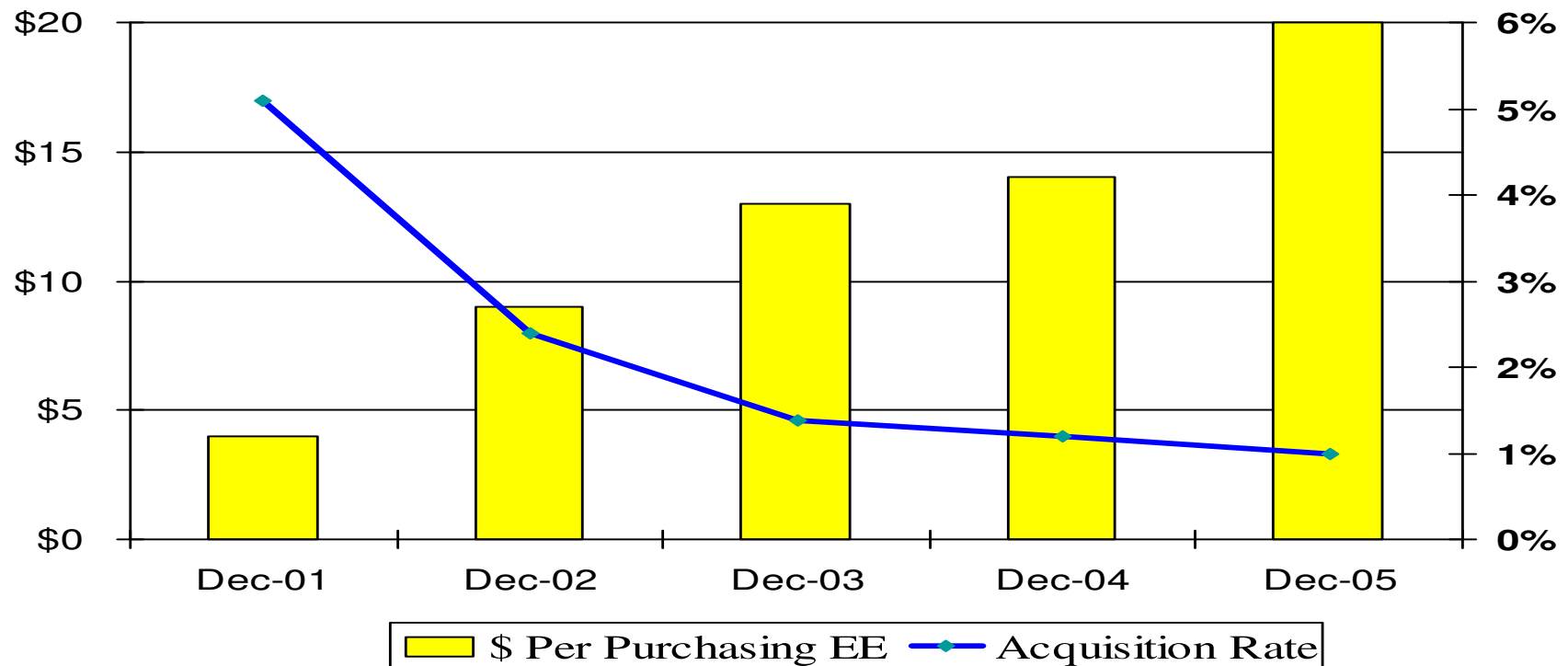


We continue to shift resources from transactional positions to areas that will drive strategic value. Increasing our focus on Sourcing, Supplier Quality and Diversity, continuing to align our department structure with customer and corporate goals.

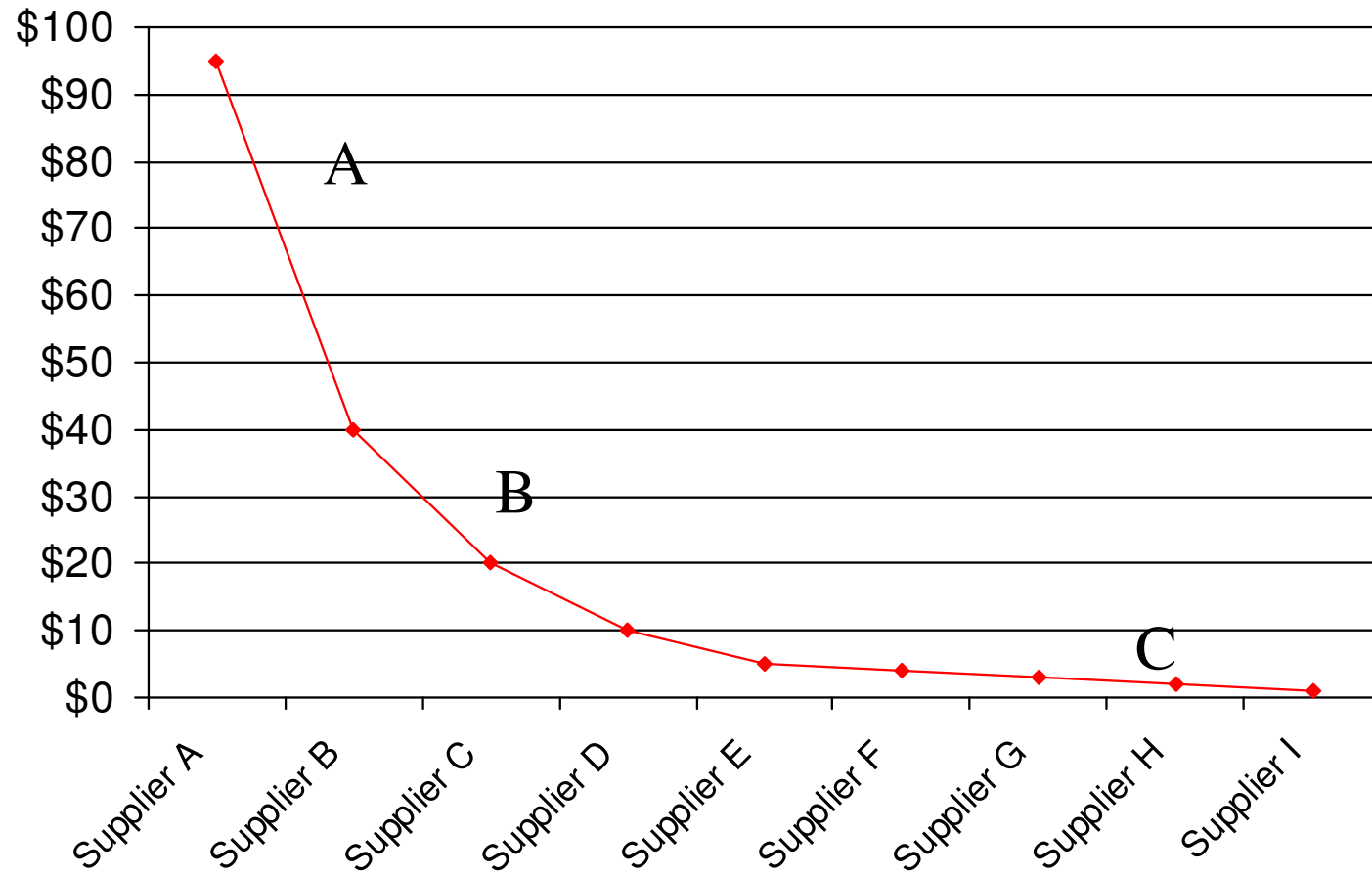
Metrics

Metrics

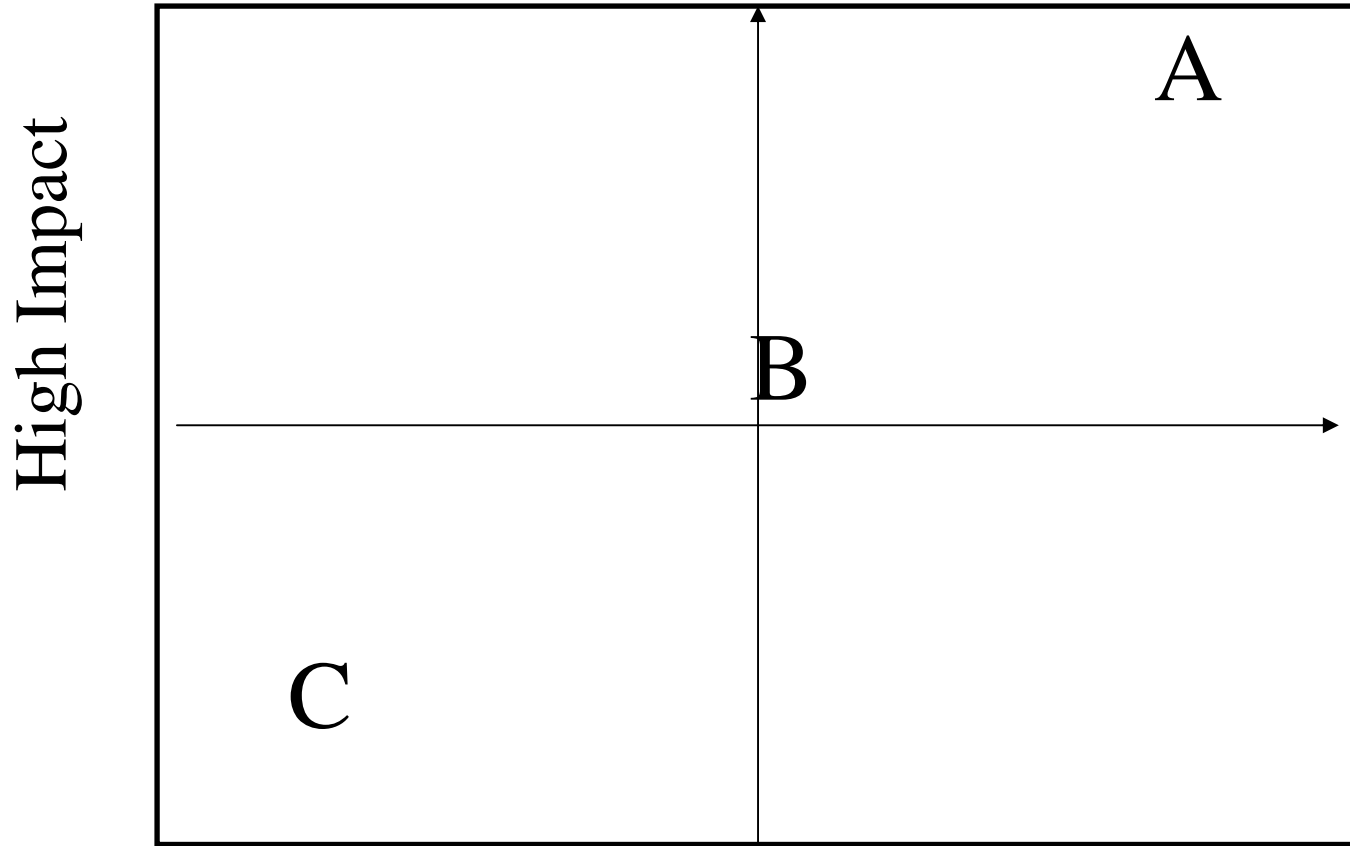
(\$ in Millions)



Prioritize



Be Exceptional or Be Fast



MetLife®



Spend Management Reporting



Opportunity Reports

Active Portal - [SpendMgt1] - Microsoft Internet Explorer

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Spend Management Report - Commodity Summary

Journal Dates Between 01/01/2006 and 01/15/2006

Procurement	Commodity Rollup	Direct	EDI	PO Matched	228's	TMS	228's + TMS	Total
Non-Procurement	Asset	\$1,235,095.48	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,235,095.48
Non-Procurement	Contributions	\$140,364.57	\$0.00	\$0.00	\$0.00	\$9,646.80	\$9,646.80	\$150,011.37
Non-Procurement	Liability	\$3,330,242.67	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,330,242.67
Non-Procurement	S & B	\$600,547.43	\$0.00	\$113,211.38	\$0.00	\$0.00	\$0.00	\$713,758.81
Non-Procurement	Settlements	\$3,765,830.11	\$0.00	\$17,336.54	\$70.00	\$3,354.29	\$3,424.29	\$3,786,590.94
Non-Procurement	Taxes	\$744,637.24	\$0.00	\$0.00	\$748.00	\$12,046.69	\$12,794.69	\$757,431.93
Non-Procurement: Sub-Total		\$9,816,717.50	\$0.00	\$130,547.92	\$818.00	\$25,047.78	\$25,865.78	\$9,973,131.20
Procurement	Advertising	\$123,117.09	\$14.97	\$297,930.94	\$1,237.13	\$34,653.74	\$35,890.87	\$456,953.87
Procurement	Awards	\$4,625.54	\$0.00	\$104,014.52	\$0.00	\$47,411.61	\$47,411.61	\$156,051.67
Procurement	Bank Charges	\$1,323,216.77	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,323,216.77
Procurement	Buildings	\$552,821.95	\$2,366.04	\$3,937,610.42	\$12,243.91	\$192,586.12	\$204,830.03	\$4,697,628.44
Procurement	Clearing	\$20,948.02	\$860,756.34	\$790,716.51	\$0.00	\$0.00	\$0.00	\$1,672,420.87
Procurement	Conferences	\$399,121.20	\$0.00	(\$303.34)	\$0.00	\$1,821.82	\$1,821.82	\$400,639.68
Procurement	Consultants	\$54,210.92	\$362.00	\$5,633,997.47	\$0.00	\$162.00	\$162.00	\$5,688,732.39
Procurement	Courier	\$15,196.29	\$501.46	\$34,081.64	\$9.52	\$4,771.48	\$4,781.00	\$54,560.39
Procurement	Dues	\$1,673,892.52	\$55,831.45	\$0.00	\$402.00	\$20,856.85	\$21,258.85	\$1,750,982.82
Procurement	Food	\$16,626.64	\$0.00	\$179,164.67	\$0.00	\$0.00	\$0.00	\$195,791.31
Procurement	Furniture & Fixture	\$8,075.67	\$560.24	\$1,894.17	\$0.00	\$378.86	\$378.86	\$10,908.94
Procurement	IT - Consultants	\$37,950.00	\$540.89	\$3,889,328.99	\$0.00	\$0.00	\$0.00	\$3,927,819.88
Procurement	IT - Equipment	\$3,944.53	\$134.30	\$5,567,849.97	\$0.00	\$1,983.96	\$1,983.96	\$5,573,912.76
Procurement	IT - Software	\$94,142.80	\$38,781.05	\$2,859,492.77	\$0.00	\$69.99	\$69.99	\$2,992,486.61
Procurement	IT - Telecom	\$453,771.29	\$10,203.87	\$500,993.61	\$1,254.34	\$184,561.71	\$185,816.05	\$1,150,784.82
Procurement	Legal	\$3,903,707.88	\$0.00	\$42,386.25	\$0.00	\$0.00	\$0.00	\$3,946,094.13
Procurement	Miscellaneous	\$25,838.05	\$0.00	\$4,639.05	\$0.00	\$4,887.22	\$4,887.22	\$35,364.32
Procurement	Moving	\$25,389.10	\$0.00	\$3,995.40	\$0.00	\$0.00	\$0.00	\$29,384.50
Procurement	Office Machines	\$4,168.59	\$1,460,751.23	\$83,805.90	\$0.00	\$127.20	\$127.20	\$1,548,852.92
Procurement	Postage	\$270,405.72	\$49.87	\$900,822.15	\$32.40	\$14,138.21	\$14,170.61	\$1,185,448.35
Procurement	Print	\$23,978.57	\$30,617.97	\$1,358,794.82	\$31.75	\$5,755.18	\$5,786.93	\$1,419,178.29
Procurement	Professional Services	\$3,020,035.28	\$44,757.17	\$8,469,712.30	\$0.00	\$1,468.03	\$1,468.03	\$11,535,972.78
Procurement	Recruitment	\$6,810.14	\$1,336.00	\$165,650.00	\$0.00	\$1,342.99	\$1,342.99	\$175,139.13
Procurement	Supplies	\$89,542.51	\$167,622.51	\$921,463.71	\$4,920.78	\$76,471.21	\$81,391.99	\$1,260,020.72

Opportunity Reports

Active Portal - [SpendMgt2] - Microsoft Internet Explorer

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Spend Management Report Commodity Rollup, LOB, Account & Vendor

Commodity Rollup: Advertising

Journal Dates Between 1/1/2006 and 1/15/2006

LOB Description	PeopleSoft Acct. Desc	Vendor	Direct	EDI	PO Matched	228's	TMS	228's+TMS	T
AH50003 Met A&H (Excl HR)	Advertising-Newspaper	Supplier -1	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
AH50003 Met A&H (Excl HR)	Sales Prom - Mass Ma	Supplier -2	\$0.00	\$0.00	\$1,189.58	\$0.00	\$0.00	\$0.00	
ISPAR INSTITUTIONAL	Advertising-General	Supplier -3	\$0.00	\$0.00	\$5,131.47	\$0.00	\$0.00	\$0.00	
ISPAR INSTITUTIONAL	Sales Prom - Mass Ma	Supplier -4	\$0.00	\$0.00	\$27,315.78	\$0.00	\$0.00	\$0.00	
AH50003 Met A&H (Excl HR)	Advertising-Special Projects	Supplier -5	\$522.25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
ISPAR INSTITUTIONAL	Sales Prom - Mass Ma	Supplier -6	(\$6,610.05)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
IBPAR Individual	Advertising-Cooperative	Supplier -7	\$0.00	\$0.00	\$60,382.46	\$0.00	\$0.00	\$0.00	
AH50003 Met A&H (Excl HR)	Advertising-Special Projects	Supplier -8	\$1,750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
ISPAR INSTITUTIONAL	Advertising-General	Supplier -9	\$0.00	\$0.00	(\$275.00)	\$0.00	\$0.00	\$0.00	
IBPAR Individual	Advertising-Field Sales Mgmt	Supplier -10	\$1,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
AH50003 Met A&H (Excl HR)	Advertising-Newspaper	Supplier -11	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
IBPAR Individual	Advertising-General	Supplier -12	\$12,992.92	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
AH50003 Met A&H (Excl HR)	Advertising-Special Projects	Supplier -13	\$1,522.88	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -14	\$0.00	\$0.00	\$0.00	\$0.00	\$165.65	\$165.65	
CORP ADMIN OFFICE	Advertising-Newspaper	Supplier -15	\$0.00	\$0.00	\$0.00	\$0.00	\$285.00	\$285.00	
IBPAR Individual	Advertising-Field Sales Mgmt	Supplier -16	\$0.00	\$0.00	\$0.00	\$0.00	\$761.40	\$761.40	
IBPAR Individual	Advertising-Field Sales Mgmt	Supplier -17	\$0.00	\$0.00	\$0.00	\$0.00	\$329.80	\$329.80	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -18	\$0.00	\$0.00	\$0.00	\$0.00	\$72.39	\$72.39	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -19	\$0.00	\$0.00	\$0.00	\$0.00	\$594.81	\$594.81	
IBPAR Individual	Advertising-Field Sales Mgmt	Supplier -20	\$0.00	\$0.00	\$0.00	\$0.00	\$120.00	\$120.00	
Metbank	Advertising-Field Sales Mgmt	Supplier -21	\$0.00	\$0.00	\$0.00	\$0.00	\$84.91	\$84.91	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -22	\$0.00	\$0.00	\$0.00	\$0.00	\$160.98	\$160.98	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -23	\$0.00	\$0.00	\$0.00	\$0.00	\$479.00	\$479.00	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -24	\$0.00	\$0.00	\$0.00	\$0.00	\$122.90	\$122.90	
AH50003 Met A&H (Excl HR)	Advertising-Newspaper	Supplier -25	\$400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -26	\$0.00	\$0.00	\$0.00	\$0.00	\$50.08	\$50.08	
IBPAR Individual	Advertising-Field Sales Mgmt	Supplier -27	\$0.00	\$0.00	\$0.00	\$0.00	\$295.97	\$295.97	
IBPAR Individual	Advertising-Field Sales Mgmt	Supplier -28	\$0.00	\$0.00	\$0.00	\$0.00	\$212.42	\$212.42	
IVPAR Investments	Advertising-Newspaper	Supplier -29	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00	\$25.00	
ISPAR INSTITUTIONAL	Advertising-Field Sales Mgmt	Supplier -30	\$0.00	\$0.00	\$0.00	\$0.00	\$57.90	\$57.90	
TECHNOLOGY	Advertising-Field Sales Mgmt	Supplier -31	\$0.00	\$0.00	\$0.00	\$0.00	\$166.05	\$166.05	

Purchase Order Detail Reports

Active Portal - [POInq] - Microsoft Internet Explorer



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Purchase Order Detail

1/25/2006 10:49:16 A

Business Unit : 11000
PO ID : DLM0526850
PO Status : Complete
PO Receipt Status : Received
PO Date : 3/15/2005
Vendor ID : 0000000003
Vendor Name : DELL MARKETING LP
Payment Terms : Net 30

Buyer Name : DLM
PO Origin : Peregrine
PO Type : General

PO Total : \$143.00
Total Invoiced : \$143.00
Sales Tax : \$8.20
Use Tax : \$0.00
Freight : \$21.00
Other Cost : \$0.00
Dscnt. Amount : \$0.00

Questions? Please contact the Procurement Department

PO Line Information

PO Line/ Schedule/ Distrib Line	Category	Description	Quantity	Unit Price	Amount	GL Busi Unit
1/1/1	(FPCPERIPH)Hardw are and access	DLMITEM D PORT	1	109.00	109.00	11000
2/1/1	(FPCPERIPH)Hardw are and access	DLMITEM GREY USB	1	14.00	14.00	11000
3/1/1	(FPCPERIPH)Hardw are and access	DLMITEM DELL USB	1	20.00	20.00	11000

Payment Information

Invoice ID	Voucher ID	Pymnt Date	Merchandise Amount	Status
D80932134	05110042	4/12/2005	\$14.00	Paid
D80932134	05110042	4/12/2005	\$20.00	Paid
D80932134	05110042	4/12/2005	\$109.00	Paid

Total: \$143.00

PO Total : \$143.00
Total Invoiced : \$143.00
Sales Tax : \$8.20
Use Tax : \$0.00
Freight : \$21.00
Other Cost : \$0.00
Dscnt. Amount : \$0.00

Total Paid : \$172.20
PO Balance : \$0.00

Merchandise Amount

Opportunity Report with 2006 Budget Detail

	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG
1	PS Cost Ctr #	CC Mgr Name	PS Account #	SumOfDirect	SumOfEDI	SumOfPO Match	SumOfTMS	2005 Total	2006 Budget	P0601	P0602	P0603	P0604
2	123-1	Manager 1	Category -1	\$377,178.97	\$38.10	\$5,314,989.17	\$1,325,003.94	\$5,697,051.66	\$6,968,000.00	\$547,333.33	\$547,333.33	\$547,333.33	\$655,000.00
3	123-2	Manager 2	Category -2				\$460,900.00	\$460,900.00	\$460,900.00	\$460,900.00	\$460,900.00	\$460,900.00	\$460,900.00
4	123-3	Manager 3	Category -3				\$202,083.66	\$202,083.66	\$202,083.66	\$202,083.66	\$202,083.66	\$202,083.66	\$716,000.00
5	123-4	Manager 4	Category -4				\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00	\$240,000.00
6	123-5	Manager 5	Category -5				\$166,198.00	\$166,198.00	\$166,198.00	\$166,198.00	\$125,503.00	\$130,948.00	\$143,000.00
7	123-6	Manager 6	Category -6				\$186,000.00	\$186,000.00	\$186,000.00	\$186,000.00	\$186,000.00	\$186,000.00	\$186,000.00
8	123-7	Manager 7	Category -7				\$138,880.00	\$138,880.00	\$138,880.00	\$138,880.00	\$363,640.00	\$84,135.00	\$55,000.00
9	123-8	Manager 8	Category -8				\$44,973.00	\$44,973.00	\$44,973.00	\$44,973.00			\$1,405,000.00
10	123-9	Manager 9	Category -9				\$140,073.00	\$140,073.00	\$140,073.00	\$140,073.00	\$140,837.00	\$140,837.00	\$139,000.00
11	123-10	Manager 10	Category -10				\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00			\$700,000.00
12	123-11	Manager 11	Category -11				\$21,666.67	\$21,666.67	\$21,666.67	\$21,666.67			\$303,000.00
13	123-12	Manager 12	Category -12				\$30,006.00	\$30,006.00	\$30,006.00	\$30,006.00	\$21,666.67	\$21,666.67	\$938,000.00
14	123-13	Manager 13	Category -13				\$104,160.00	\$104,160.00	\$104,160.00	\$104,160.00	\$104,160.00	\$104,160.00	\$104,160.00
15	123-14	Manager 14	Category -14				\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
16	123-15	Manager 15	Category -15				\$16,333.33	\$16,333.33	\$16,333.33	\$16,333.33	\$16,333.33	\$16,333.33	\$228,000.00
17	123-16	Manager 16	Category -16				\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$100,000.00	\$85,000.00	\$75,000.00
18	123-17	Manager 17	Category -17				\$55,833.00	\$55,833.00	\$55,833.00	\$55,833.00	\$55,833.00	\$80,833.00	\$55,833.00
19	123-18	Manager 18	Category -18				\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00	\$63,000.00
20	123-19	Manager 19	Category -19				\$45,900.00	\$45,900.00	\$45,900.00	\$45,900.00	\$45,900.00	\$45,900.00	\$45,900.00
21	123-20	Manager 20	Category -20				\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00	\$58,333.00
22	123-21	Manager 21	Category -21				\$52,650.00	\$52,650.00	\$52,650.00	\$52,650.00	\$52,650.00	\$52,650.00	\$52,650.00
23	123-22	Manager 22	Category -22				\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
24	123-23	Manager 23	Category -23				\$48,750.00	\$48,750.00	\$48,750.00	\$48,750.00	\$48,750.00	\$48,750.00	\$48,750.00
25	123-24	Manager 24	Category -24				\$26,250.34	\$26,250.34	\$26,250.34	\$26,250.34	\$26,250.34	\$26,250.34	\$96,000.00
26	123-25	Manager 25	Category -25				\$46,375.00	\$46,375.00	\$46,375.00	\$46,375.00	\$46,375.00	\$46,375.00	\$46,375.00
27	123-26	Manager 26	Category -26				\$44,583.00	\$44,583.00	\$44,583.00	\$44,583.00	\$44,583.00	\$44,583.00	\$44,583.00
28	123-27	Manager 27	Category -27				\$43,619.00	\$43,619.00	\$43,619.00	\$43,619.00	\$43,619.00	\$43,619.00	\$43,619.00
29	123-28	Manager 28	Category -28				\$42,500.00	\$42,500.00	\$42,500.00	\$42,500.00	\$42,500.00	\$42,500.00	\$42,500.00
30	123-29	Manager 29	Category -29				\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66	\$41,666.66
31	123-30	Manager 30	Category -30				\$41,667.00	\$41,667.00	\$41,667.00	\$41,667.00	\$41,667.00	\$41,667.00	\$41,667.00
32	123-31	Manager 31	Category -31				\$41,000.00	\$41,000.00	\$41,000.00	\$41,000.00	\$41,000.00	\$41,000.00	\$41,000.00
33	123-32	Manager 32	Category -32				\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
34	123-33	Manager 33	Category -33				\$34,550.00	\$34,550.00	\$34,550.00	\$34,550.00	\$34,550.00	\$34,550.00	\$34,550.00
35	123-34	Manager 34	Category -34										
36													
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MetLife®



Frictionless

RFP, Auctions, Contracts




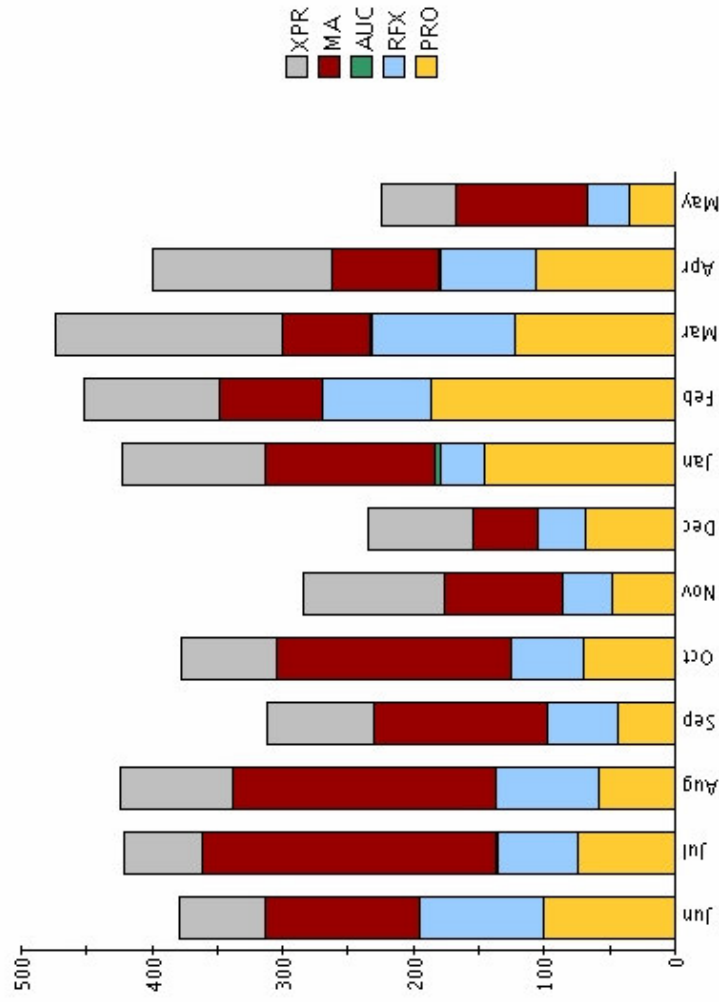
Frictionless Sourcing

- Sourcing, projects and contracts tool
- Application modules
 - RFx (RFQ, RFP, RFI) (1,909)
 - Contracts (3,672)
 - Auctions (4)
 - Projects (1,545)
 - Xpress Requests (1000)
- Online auctions
- XPress requests
- ASP-Hosted by Frictionless Commerce

Procurement Metrics

Performance Analysis

Portfolio Management

 2005 Acquisition Rate System Document Activity Global Impact Report

Sourcing Plan

			Annual	Est.		2006												2007											
Lead	Staff	Category	Spend	Save(M\$)	MWBE(M\$)	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
	2	Category 1	\$101.50	\$15																									
	2	Category 2	\$33.80	\$5.07																									
	2	Category 3	\$31.00	\$4.65																									
	2	Category 4	\$24.00	\$3.60																									
	2	Category 5	\$21.00	\$3.15																									
	3	Category 6	\$14.00	\$2.10																									
	2	Category 7	\$11.00	\$1.65																									
	2	Category 8	\$10.50	\$1.58																									
	2	Category 9	\$9.50	\$1.43																									
	2	Category 10	\$5.70	\$0.86																									
	2	Category 11	\$5.00	\$0.75																									
	2	Category 12	\$5.00	\$0.75																									
	2	Category 13	\$4.60	\$0.69																									
	2	Category 14	\$3.80	\$0.57																									
	2	Category 15	\$3.50	\$0.53																									
	2	Category 16	\$3.50	\$0.53																									
	2	Category 17	\$3.40	\$0.51																									
	2	Category 18	\$2.90	\$0.44																									
	2	Category 19	\$2.30	\$0.35																									
	2	Category 20	\$2.20	\$0.33																									
		Total (in millions)	\$298.20	\$44.01																									



Annual Projected – \$\$\$\$

Total Projected - \$\$\$\$

Sourcing Project Title: Print 2006

Frictionless Project #: Procat 000 2006

Date: 2/8/06

Sourcing Lead

Additional Team Members:

1. Buyer 1
2. Buyer 2
3. Buyer 3

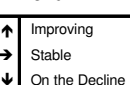
Project Status Last Month:



Project Status This Month:



Trend



Current status assessment:

This event is moving quickly now. Development of pricing grid for process based method incurred additional time, but benefit to RFP analysis is expedited

	Project Start	Analysis	RFX Out	RFX Return	Negotiations	Contract Signed
Original Schedule	1/1/05	1/31/05	2/20/06	3/10/06	4/10/06	5/5/06
Schedule Changes	10/2/05	2/19/06				

Schedule Notes:

- Delayed due to staffing and Traveler's integration.
- Schedule changed to align negotiations for multiple sourcing events and contract terminations
- Lapse in schedule due to RFI development, release and review, 10/01 to 12/01

2006 Existing Suppliers

Supplier	MWBE	Contract #	Exp. Date	\$M
ABC	no	CON-012-200	Dec-05	\$9
ABD	no	CON-013-200	Dec-05	\$5
BCD	yes	CON-015-200	Dec-05	\$3
CDE	yes	CON-011-200	Dec-05	\$2
FGH	no	CON-010-200	Dec-05	\$2

Potential New Suppliers / Industry Sources

Supplier	MWBE	Reason
Xyz 1	Yes	Supplier of other services/MWBE
Xyz2	Yes	MWBE and full service – two key locations
Xyz3	No	Fulfillment supplier who provides comm print
Xyz4	yes	Mexico supplier with full services

2005 Customer Spend - See attached file with Customer Spend Information

End User	Supplier	\$	CC	LOB	GL

2006 Budget Dollars - Full file attached

\$MIL	GL	CC	CC	LOB
\$9	650000000	1300	Customer 1	A
\$6	650000000	1002	Customer 2	B
\$3	650000000	1300	Customer 3	C
\$2	650000000	1002	Customer 4	D

Levers Than Influence Commodity:

- Supplier capabilities for full service, digital and traditional
- Location to meeting marketing and major stakeholder business needs
- Appropriate customer service level to meet increased stakeholder/supplier direct relationships
- Multiple locations to reduce shipping costs
- Paper costs
- Pre-sort capabilities for mass distribution
- Technical capabilities for variable data integration in high end color digital projects

Overall Strategy:

- Maintain appropriate number of suppliers to meet MetLife Enterprise needs, while leveraging increased volume to reduce pricing
- Increase MWBE share as this is a commodity that has potential
- Leverage companies providing other services
- Provide international services for future international print needs

International Strategy:

- Understand print spend in international locations, focusing on high dollar sites and potential to use our pricing as benchmark for those locations
- Korea identified as highest print spend. Meeting with Korea to discuss their suppliers and the Enterprise RFP (March 1)
- Integrate international supplier in this event to begin global sourcing process, and benchmark international pricing
- In this event we will have a commercial print supplier from Mexico who was recently awarded the Mexico fulfillment and warehousing contract. The Mexico Procurement department will also participate in this event to gain Frictionless knowledge.

Communication Plan:

- Once stakeholders were identified based on volume and spend, communication went out to enlist their support and participation in the process
- Meetings scheduled for kick-off, review and approval of RFI, review of RFI results, review of RFP. Meetings to occur for RFP results, and final supplier selection
- Communication of sourcing results in MetNet, Momentum, on Procurement website, on Corporate Creative website, on Corporate website
- Individual site in for how to engage, information on, and the new suppliers. Will have link out to supplier sites
- Presentation developed to present to marketing groups, or interested groups

Sourcing Activity

Contract Domestic vs. Global

Type Δ	Jan Δ	Feb Δ	Mar Δ	Apr Δ	May Δ	Jun Δ	Jul Δ	Aug Δ	Sep Δ	Oct Δ	Nov Δ	Dec Δ
Domestic Volume	90	60	63	59	102	0	0	0	0	0	0	0
Global Volume	1	0	0	3	0	0	0	0	0	0	0	0
Domestic Dollars	100,000	0	0	0	0	0	0	0	0	0	0	0
Global Dollars	0	0	0	28,000	0	0	0	0	0	0	0	0

Projects Domestic vs. Global

Type Δ	Jan Δ	Feb Δ	Mar Δ	Apr Δ	May Δ	Jun Δ	Jul Δ	Aug Δ	Sep Δ	Oct Δ	Nov Δ	Dec Δ
Domestic Estimated Dollars	20,000,000	0	144,212,759	307,077,854	17,992,559	0	0	0	0	0	0	0
Global Estimated Dollars	190,347,491	128,679,779	18,094,062	0	0	0	0	0	0	0	0	0
Domestic Volume	1	0	91	107	45	0	0	0	0	0	0	0
Global Volume	145	186	32	0	0	0	0	0	0	0	0	0

RFXs Domestic vs. Global

Type Δ	Jan Δ	Feb Δ	Mar Δ	Apr Δ	May Δ	Jun Δ	Jul Δ	Aug Δ	Sep Δ	Oct Δ	Nov Δ	Dec Δ
Domestic Awarded Dollars	1,188,577	1,267,003	3,849,635	387,906	30,200	0	0	0	0	0	0	0
Global Awarded Dollars	0	0	0	1,788,629	0	0	0	0	0	0	0	0
Domestic Volume	34	81	96	62	27	0	0	0	0	0	0	0
Global Volume	0	2	13	11	5	0	0	0	0	0	0	0

XPress Domestic vs. Global

Type Δ	Jan Δ	Feb Δ	Mar Δ	Apr Δ	May Δ	Jun Δ	Jul Δ	Aug Δ	Sep Δ	Oct Δ	Nov Δ	Dec Δ
Domestic Awarded Dollars	404,752	701,844	766,106	1,025,233	320,019	0	0	0	0	0	0	0
Domestic Volume	109	103	173	137	60	0	0	0	0	0	0	0

Sourcing by Person

Agreement Manager ^Δ	Contracts [▽]
Buyer 1	29
Buyer 2	11
Buyer 3	9
Buyer 4	8
Buyer 5	4
Buyer 6	4
Buyer 7	1
Buyer 8	
Buyer 9	1

SQ and P Contracts

[Edit](#) [Refresh](#)

Results Last Generated: 2:29:53 PM EDT

Currently there are no items in the list.

Strategic Sourcing Contracts

[Edit](#) [Refresh](#)

Results Last Generated: 2:29:53 PM EDT

Agreement Manager ^Δ	Contracts [▽]
Buyer 1	199
Buyer 2	176
Buyer 3	151
Buyer 4	148
Buyer 5	113
Buyer 6	104
Buyer 7	68
	53
Buyer 8	
Buyer 9	30
	9
Buyer 10	
Buyer 11	7

Group Name ^Δ	Number of Projects ^Δ	Total Amount (USD) ^Δ
BPO	7	118,500,001
COMMUNICATIONS	44	167,301,605.01
EQUIPMENT AND SUPPLIES	8	36,800,000
FACILITIES STRATEGIC SOURCING	57	148,346,298.2
FORMS MANAGEMENT	1	300,000
IT - HARDWARE & SOFTWARE - SERVICES	24	8,040,907
IT - HARDWARE AND SOFTWARE	124	121,869,082.16
OPERATIONS	4	1,000,000
PRINT TEAM	12	11,758,400.02
PROCUREMENT - DIRECT STAFF	2	1,000,000
Professional And A&H Claims	18	29,413,475.22
Professional Services A&H & Claims	33	390,008,745
SUPPLIER QUALITY	4	1,050,001
SUPPLIER QUALITY	1	
TRAVEL AND CONFERENCE PLANNING	41	52,992,100
Telecom	16	23,223,075
	2	20,001
		1,111,623,691

All Pipeline Projects

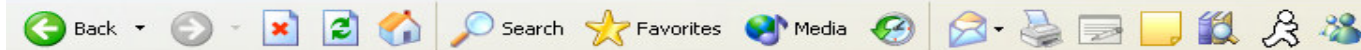
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Frictionless Channels

Frictionless SRM - Microsoft Internet Explorer

File Edit View Favorites Tools Help



Address <https://sourcing1.frictionless.com/fsbuyer/portal/index,-2147358912:225,0a1e0406108e410a01e1a99c42cfd75365> Go Links

All Master Agreements Exp 2005

Edit Refresh

Results Last Generated:2:07:41 PM EST

Month △	Master Agreements △
Jan	11
Feb	9
Mar	12
Apr	32
May	11
Jun	26
Jul	43
Aug	45
Sep	39
Oct	32
Nov	40
Dec	66

Contracts Count By Status

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Currently there are no items in the list.

SHARED SERVICES CONTRACTS

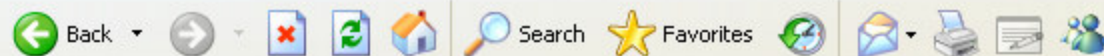
Edit Refresh

Results Last Generated:2:07:41 PM EST

Agreement Manager△	Contracts △
Darrin Blue	3
John Rees	1



Internet


[Roy's Workbench](#) > All Document Activity (Active and Inactive) By Owner YTD 2006 Full List

All Document Activity (Active and Inactive) By Owner YTD 2006 Full List

Bookmark Report

Export PDF

Export Excel

Find: In: Owner Go Export CSV

All Document Activity (Active and Inactive) By Owner YTD 2006 Full List

Owner△	Total▽	Contracts△	Projects△	RFXs△	XPress△
Buyer 1	120	<u>0</u>	<u>1</u>	<u>5</u>	<u>114</u>
Buyer 2	120	<u>0</u>	<u>0</u>	<u>11</u>	<u>109</u>
Buyer 3	104	<u>3</u>	<u>52</u>	<u>49</u>	<u>0</u>
Buyer 4	93	<u>86</u>	<u>4</u>	<u>3</u>	<u>0</u>
Buyer 5	88	<u>0</u>	<u>0</u>	<u>0</u>	<u>88</u>
Buyer 6	87	<u>0</u>	<u>51</u>	<u>34</u>	<u>2</u>
Buyer 7	82	<u>41</u>	<u>39</u>	<u>2</u>	<u>0</u>
Buyer 8	79	<u>46</u>	<u>17</u>	<u>16</u>	<u>0</u>
Buyer 9	79	<u>5</u>	<u>40</u>	<u>34</u>	<u>0</u>
Buyer 10	74	<u>13</u>	<u>58</u>	<u>3</u>	<u>0</u>
Buyer 11	66	<u>0</u>	<u>0</u>	<u>0</u>	<u>66</u>
Buyer 12	65	<u>33</u>	<u>20</u>	<u>12</u>	<u>0</u>
Buyer 13	53	<u>1</u>	<u>41</u>	<u>11</u>	<u>0</u>
Buyer 14	53	<u>0</u>	<u>2</u>	<u>1</u>	<u>50</u>
Buyer 15	50	<u>1</u>	<u>33</u>	<u>16</u>	<u>0</u>
Buyer 16	48	<u>44</u>	<u>1</u>	<u>3</u>	<u>0</u>
Buyer 17	43	<u>42</u>	<u>1</u>	<u>0</u>	<u>0</u>
Buyer 18	42	<u>3</u>	<u>18</u>	<u>21</u>	<u>0</u>
Buyer 19	42	<u>32</u>	<u>9</u>	<u>1</u>	<u>0</u>
Buyer 20	38	<u>0</u>	<u>0</u>	<u>0</u>	<u>38</u>
Buyer 21	38	<u>22</u>	<u>7</u>	<u>9</u>	<u>0</u>
Buyer 22	37	<u>37</u>	<u>0</u>	<u>0</u>	<u>0</u>
Buyer 23	32	<u>0</u>	<u>2</u>	<u>1</u>	<u>29</u>
Buyer 24	25	<u>1</u>	<u>10</u>	<u>0</u>	<u>14</u>



Future Manager View

There was one integrated view of financial management

Actionable alerts from every system I use to manage my financials

Interact with my procurement applications in the context of my overall budget

Know what is left to spend before I approve a purchase

Look across systems in the context of my financial responsibilities

Reporting was proactive instead of reactive and "point in time"

MetLife® Logoff | Reach Me | Contact Us | Site Map

SEARCH: GO

Home Associates Manager Tools Services News & Info Departments Our Company

MY FINANCIALS

Alerts

- NYU Research requisition submitted for your approval
- IBM Hosting RFP response received click [HERE](#) to see response
- PO#3844161 has no funds to cover existing elnvoice
- New guidelines for using rent-a-cars. Click [here](#) to read

Cost Center Activity

Account 0009994333 "Stationary & Supplies"
1/26 \$745.00 Office Max

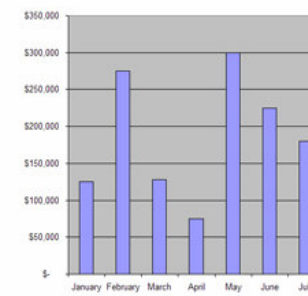
Account 0009994335 "Meals & Entertainment"
1/26 \$900.00 Click [here](#) to access Ariba

Requisition Activity (Last Six Months)

You have **14** requests awaiting your approval.

Type	ID	Date Submitted	Requester	Status	Title
	PR402953	Mon, 19 Dec, 2005	Sara S Jacobs	Received	NYU Research
	PR401011	Thu, 15 Dec, 2005	Toby Shwartz	Received	SOW# 314 IB
	PR370838	Wed, 14 Dec, 2005	Karen C Furlong	Received	Corp -MERCU
	PR369602	Tue, 13 Dec, 2005	Edith DiDomenico	Denied	Revision for C
	PR394750	Wed, 7 Dec, 2005	Laurie Gonzalez	Denied	Addendum to
	PR391957	Mon, 5 Dec, 2005	Homer Desir	Received	Cognizant: M
	PR381886	Mon, 5 Dec, 2005	Edith DiDomenico	Received	Vignette Cust
	PR389990	Wed, 30 Nov, 2005	Chander P Verma	Ordered	PITNEY BOWE
	PR384161	Tue, 22 Nov, 2005	Biju G Syamala	Received	WILY Consulti
	PR384239	Tue, 22 Nov, 2005	Terence W Gordon	Received	INV Encoding
	PR384620	Mon, 21 Nov, 2005	Patricia A Cosgrove	Received	Frictionless - I
	PR379893	Fri, 11 Nov, 2005	Laurie Gonzalez	Received	Corporate Sy
	PR378151	Thu, 10 Nov, 2005	Homer Desir	Received	Vignette: VPS
	PR371409	Mon, 7 Nov, 2005	Homer Desir	Received	Employee Por

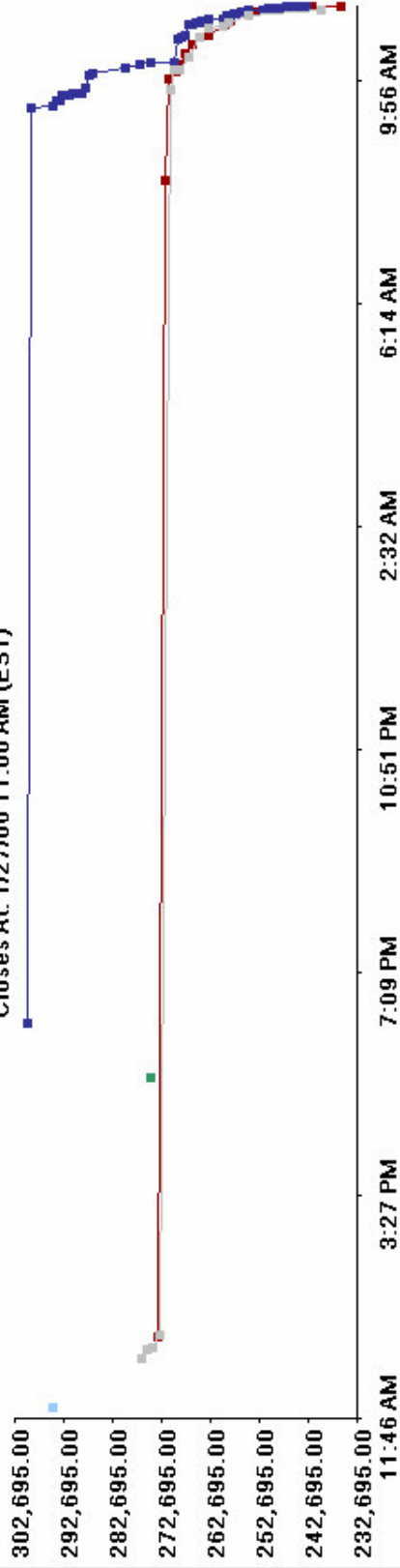
Move to Folder:



Last Updated: 1/27/06 11:11 AM (EST)

MetLife A&H - Kick-Off Project - AUCTION - Closed

Kick-Off Project - Total Cost - All Components - Per Specifications and PDF's
Closes At: 1/27/06 11:00 AM (EST)



USD - US Dollar

Bidders

Name	Company
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Line Items

#	Name	Leading Bidder	Qty Bid	Leading Bid	Closes At	Last Bid	Bid Count
1	Kick-Off Pr...						

Express Bids

- Introduces Competition between Preferred Suppliers
 - Easy cost comparison
 - Drives demand
 - Defines the proposal for later quality review
- Response from supplier can be received within the hour
- Automatic email notifications
- Ease of Use
 - Templates automates consistent supplier selection

Frictionless Express Entry



Enter Job Description

Job Description

Enter summary information describing your job or project. Fields marked ★ are required.

Job Type: Standard

★ **Title:**


★ **Quote Due Date:**  

Budgeted Value: USD

☐ Urgent(Priority)



Line Items

Enter a brief description for each line item, e.g. pieces of services, which are part of your request. At least one line item is required.

Description	
1	<input type="text"/> 

Collaborators

Frictionless Express Entry

Name	Type	Email	Role	Represents	Role Access	
AJ Bezner	User	frictionlessupport@metlife.com	Owner	Purchasing	read/write	
MISC. XPRESS COLLABORATORS	Group		Reviewer	Purchasing	read only	

Vendors

To invite additional vendors to bid on this request, click the Add Contact button below. If you want to delete a vendor, check the box next to a vendor's name and click Delete Selected.

<input type="checkbox"/>	Vendor	Contact	Email	
<input type="checkbox"/>	MetLife's Customer Service Vendor	Joanne Bezner	frictionlessupport@metlife.com	

Request Attachments











<input type="checkbox"/>	File name	Description	Size	Date Added	Added By
Currently there are no items in the list.					
<input type="button" value="Delete Selected"/> <input type="button" value="Attach File"/> <input type="button" value="Attach URL"/>					

Vendor Selection

Attach Documents

Frictionless Express Supplier View

- **Pipeline Projects** - Allows Supplier to see a view of all future projects.
- **Due Date** - Shows Supplier the due date for the bid response.
- **Status** - Shows the supplier which bids need to be responded to, have already been responded to, or have been awarded.
- **Contact Person** - Supplier will be able to see who to contact at MetLife for more information on the bid.

Active Auctions, RFXs, and XPress Requests Edit					
Active Auctions, RFXs and XPress Requests					
ID ▲	Name ▲	Event Type ▲	Due Date ▲	Status ▲	Contact Person ▲
	MSP for Temporary Staffing - Non-IT	RFP	5/26/05	Open For Response	Linda Cleveland
	Incentive Meetings Hotels	RFP	5/25/05	Open For Response	Michael Patejdl
	LiveLink License Price Amendment	RFQ	5/25/05	Open For Response	Kevin Meaney
	First Sale Proposal System	RFQ	5/24/05	Open For Response	Heidi Ruzzo
	HR - Non-Qualified Deferred Compensation	RFP	5/23/05	Open For Response	Sean Morgan
	CRE Wallcovering Sourcing Event	RFP	5/20/05	Open For Response	Karla Rohland
	Troy 4350NT MICR Printer w/ Annual Maint	RFQ	5/18/05	Open For Response	Robin Faraday
	Open Text LiveLink Revision	RFQ	5/17/05	Open For Response	Kevin Meaney
	Sales Material Flash Presentation	Graphic Design Request - with options	5/17/05	Open For Bid	Samara Habib
	Straight Talk Newsletter	Multi-Quote Request	5/17/05	Open For Bid	Kathy Kathis

[More](#)

Key Requirements	Sec Wt %	Supplier Ranking					
		1	2	3	4	5	6
		(Incumbent)	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5
Total Value Score	100	N/A	82.24	74.46	73.70	73.56	71.52
Contract Provisions and Conditions	3	N/A	2.7 out of 3.0	3.0 out of 3.0	2.4 out of 3.0	1.8 out of 3.0	2.55 out of 3.0
RFP Terms and Conditions	1	N/A	.7 out of 1.0	.72 out of 1.0	.78 out of 1.0	.55 out of 1.0	.7 out of 1.0
Company Background	5	N/A	3.98 out of 5.0	2.48 out of 5.0	2.91 out of 5.0	1.32 out of 5.0	1.47 out of 5.0
References & Capabilities	2	N/A	0 out of 2.0	2.0 out of 2.0	0 out of 2.0	2.0 out of 2.0	0 out of 2.0
Customer Support	2	N/A	2.0 out of 2.0	2.0 out of 2.0	1.9 out of 2.0	1.4 out of 2.0	1.9 out of 2.0
Billing & Payment	5	N/A	5.0 out of 5.0	5.0 out of 5.0	5.0 out of 5.0	1.75 out of 5.0	4.75 out of 5.0
IT Risk & Security	0	N/A	Review	Review	Review	Review	Review
Required Services	40	N/A	40.0 out of 40.0	40.0 out of 40.0	40.0 out of 40.0	40.0 out of 40.0	38.0 out of 40.0
48 Hour Turnaround (Print/Mail)		✓	✓	✓	✓	✓	✓
Piece Level Tracking		✓	✓	✓	✓	✓	✓
Equipment & Capabilities	10	✓	5.89 out of 10.0	7.87 out of 10.0	5.5 out of 10.0	8.5 out of 10.0	8.0 out of 10.0
Implementation & Pricing	30	N/A	21.97 out of 30.	11.39 out of 30.	15.22 out of 30.	16.24 out of 30.	14.14 out of 30.
Implementation Cost		N/A	✓	✓	✓	✓	✓
Programming Cost p/hr		N/A	\$150.00 p/hr	\$0.00 p/hr ?	\$125.00 p/hr	\$0.00 p/hr ?	\$175.00 p/hr
Statement Unit Cost		0.055	0.055	0.063	0.0648	0.075	0.091
Annual Statement Cost		550,000	550,000	630,000	648,000	750,000	910,000
Paper Unit Cost		0.00798	0.009	0.0175	0.0109	0.01088	0.011
Annual Paper Cost		39,900	45,000	87,500	54,500	54,400	55,000
Envelope Unit Cost		0.0231	0.01215	0.0246	0.0178	0.01636	0.018
Annual Envelope Cost		69,300	36,450	73,800	53,400	49,080	54,000
Presort Unit Cost		0.021	0.01	0.0292	0.0069	0.02	0.038
Annual Presort Cost		63,000	30,000	87,600	20,700	60,000	114,000
Total Annual Cost (Does not include implementation costs)		\$722,200	\$661,450	\$878,900	\$776,600	\$913,480	\$1,133,000

Section	Number	Question Text	Section Weight %	Question Weight
	1	Contract Provisions and Conditions	3	
Contract Provisions and Conditions	1.1.1	The Vendor(s) selected must negotiate from, and ultimately execute, Company's Master Agreement ('MA'). Vendor recognizes that any exceptions to the MA may contribute to a negative weighting of Company's evaluation of your proposal. Any future contract negotiated between the Vendor and Company will include, but not be limited to, standard provisions that address the following items. Do you agree to the aforementioned terms? If not, please explain.		10
Contract Provisions and Conditions	1.1.2	Company shall have the right, in its sole and absolute discretion and without the payment of any penalty, to terminate the Agreement in whole or in part at any time during the Term thereof upon thirty (30) days prior written notice to Vendor. Do you agree to the aforementioned terms?		15
Contract Provisions and Conditions	1.1.3	Vendor will be required to indemnify and hold Company harmless for Vendor's negligence or for Vendor's failure to perform under the Agreement. Company shall not provide any indemnity in favor of the Vendor. Do you agree to the aforementioned terms?		15
Contract Provisions and Conditions	1.1.4	The Agreement shall be governed under the laws of the State of New York. Do you agree to the aforementioned terms.		5
Contract Provisions and Conditions	1.1.5	Vendor, at its sole cost and expense, shall maintain at all times during the Term of the Agreement the following coverage and amounts: <input type="checkbox"/> Workers Compensation Insurance - not less that \$1,000,000. <input type="checkbox"/> Commercial General Liability Insurance - not less that \$1,000,000 per occurrence. <input type="checkbox"/> Commercial Automobile Liability Insurance - not less that \$1,000,000 per occurrence. Do you agree to the aforementioned terms?		10
Contract Provisions and Conditions	1.1.6	Vendor shall, in addition to any and all other remedies available to Company hereunder, pay to Company, upon Company's demand, liquidated damages in the event of Vendor's non-performance. Do you agree to the aforementioned terms?		5
Contract Provisions and Conditions	1.1.7	Vendor acknowledges that the Agreement will be non-exclusive. Company reserves the right to seek the services of other vendors to furnish the goods/services that comprise the subject matter of this RFP. Do you agree to the aforementioned terms?		5
Contract Provisions and Conditions	1.1.8	Vendor shall not assign this Agreement in whole or in part or subcontract or otherwise transfer any rights or obligations hereunder without the prior written consent of Company, and any such assignment or attempted assignment without such prior written consent, which will not be unreasonably withheld, delayed or denied, shall be void and of no force or effect. Do you agree to the aforementioned terms?		5
Contract Provisions and Conditions	1.1.9	Any agreement entered into with the successful bidder will supersede all existing contracts for the same products and services with Company. Additionally, the Incumbent Vendor acknowledges and agrees that lower pricing, submitted pursuant to this RFP, shall become effective as of the date that the RFP is received provided that Vendor is awarded the goods and/or services proposed hereunder. Vendor shall remit a refund payment to Company for the difference in such pricing. Do you agree to the aforementioned terms?		5
Contract Provisions and		The Products and/or Services associated with this Agreement may be marketed to the Company community of businesses and employees including, but not limited to, Affiliated Entities and independently owned and operated sales offices and brokerages (such independently owned and operated sales offices and brokerages hereinafter referred to as 'individual business members'). Vendor agrees to extend like terms and pricing to purchases made by Affiliated Entities or individual business members though individual Purchase Orders referencing this Agreement. Notwithstanding the foregoing, Company cannot compel or guarantee any level of sales of the Products and/or Services		

Benchmarks

BENCHMARK METRICS			
CAPS RESEARCH	METLIFE	Financial Services AVG	All Industries AVG
Purchase operating expense as a % of purchase spend	0.63%	0.48%	1.01%
Purchase operating expense per purchasing employee	\$172,761	\$127,298	\$106,869
Purchase employees as a % of company employees	0.25%	0.35%	1.45%
Purchase spend per purchasing employee (in Millions)	\$27	\$28	\$21
Percent purchase spend managed/controlled by purchasing	71.37%	56.83%	81.25%
Average annual spend on training per purchasing employee	\$1,498	\$987	\$1,200
Total cost savings as a % of total purchase spend	3.46%	3.03%	3.88%
Cost avoidance savings as a percent of total savings	4.69%	30.20%	32.18%
Cost reduction savings as a percent of total savings	95.31%	69.80%	69.16%
Percent active suppliers accounting for 80% of purchase spend	1.36%	2.81%	7.73%
Percent of purchase spend with diversity suppliers (managed spend)	5.11%	4.35%	9.40%
Percent purchase spend via eProcurement	55.51%	18.31%	15.14%
PSC (Model of Effectiveness study)	METLIFE	Services AVG	Top Quartile
Cost to procure (Function cost/Controlled Spend)	0.88%	3.00%	0.50%
Return on Procurement Investment (savings/function cost)	5.50	5.40	7.60
Savings rate (as a % of controlled spend)	4.85%	5.10%	6.80%
Spend Concentration (20% of suppliers as a % of addressable spend)	86.23%	62.80%	80.00%
Spend per FTE (using controlled spend)	\$19,565,217	\$24,600,000	\$30,700,000
Spend controlled by Procurement	71.37%	38.60%	50.00%
Ratio of managers to staff	22.83%	25%	33%



Benchmarks Description	MetLife	Median	Worldclass
Acq Rate	0.88%	1.02%	0.72%
# ppl/\$B	58	104	54
Tech/proc HC	\$20,209	\$7,717	\$24,308
Supplier/\$B in spend	1093	7,805	3,480
Process PO cost as % of total budget	20%	22%	16%

MetLife[®]