

Procurement 2000 - Purchasing in the New Millennium

A black and white photograph of the Massachusetts Institute of Technology (MIT) building at night. The building is illuminated, showing its classical architecture with a prominent portico supported by columns. A large, circular dome is visible on the roof. The text "Massachusetts Institute of Technology" is overlaid on the image in a white serif font.

Massachusetts Institute of Technology

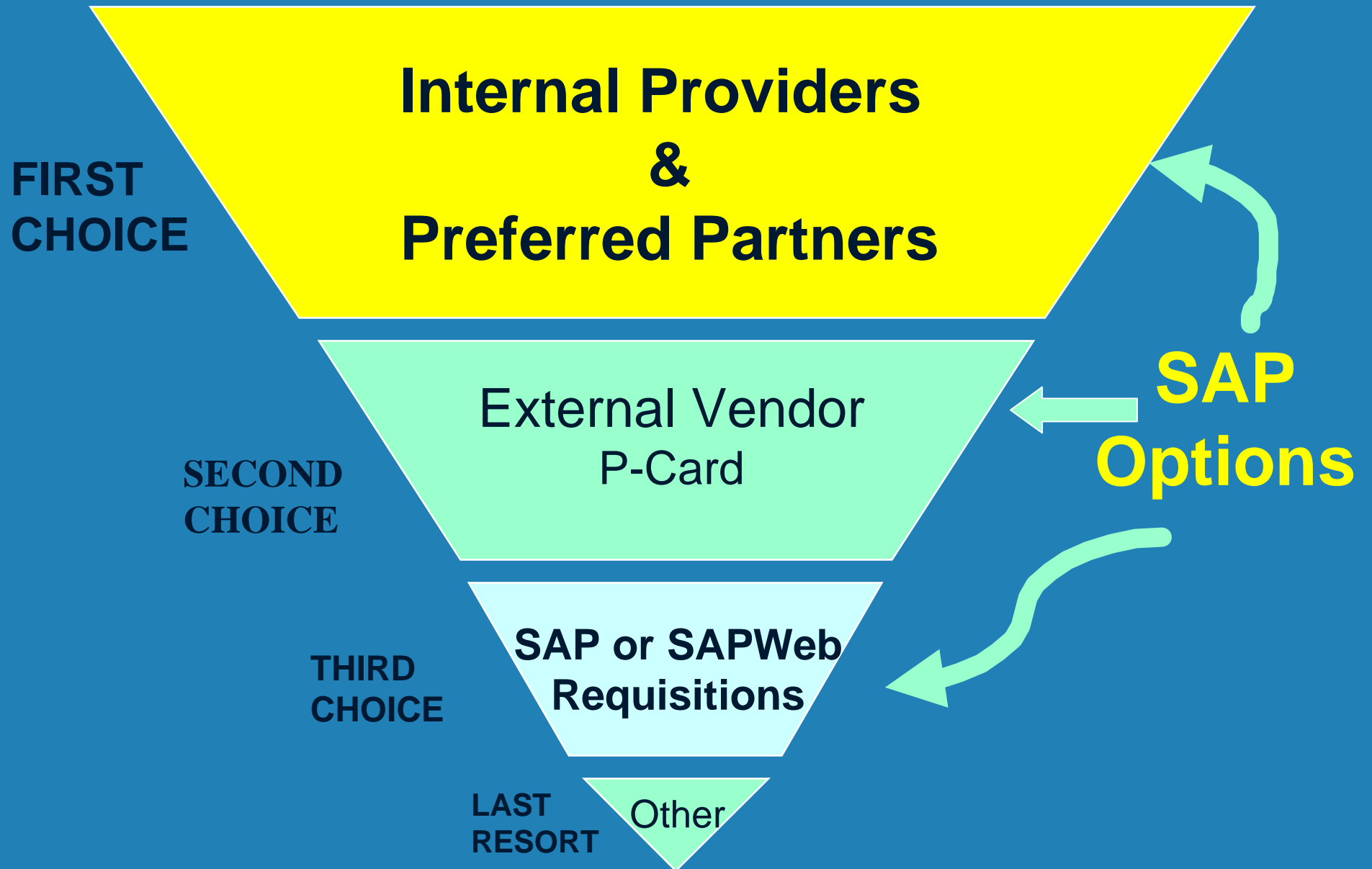
Presented by: Thomas Hoole, Michael McNamara and Lorraine
Rappaport



MIT General Information

- 10,000 students 8,200 faculty/staff
- 15,000 Cost Objects
- \$350-400 million spend/year
- 85,000 purchase orders/year
- 20,000+ vendors on file
- Reengineering 1995
 - Partnerships July 1996
 - Implemented SAP September 1996
 - Procurement Strategy

The MIT Procurement Strategy





Why eCommerce at MIT

- MIT web oriented
- Allows for local placement of orders
- Reduce/eliminate training
- Tool to help achieve Procurement Strategy
- Allows purchasing personnel to concentrate on value added services



MIT E-Commerce Tools

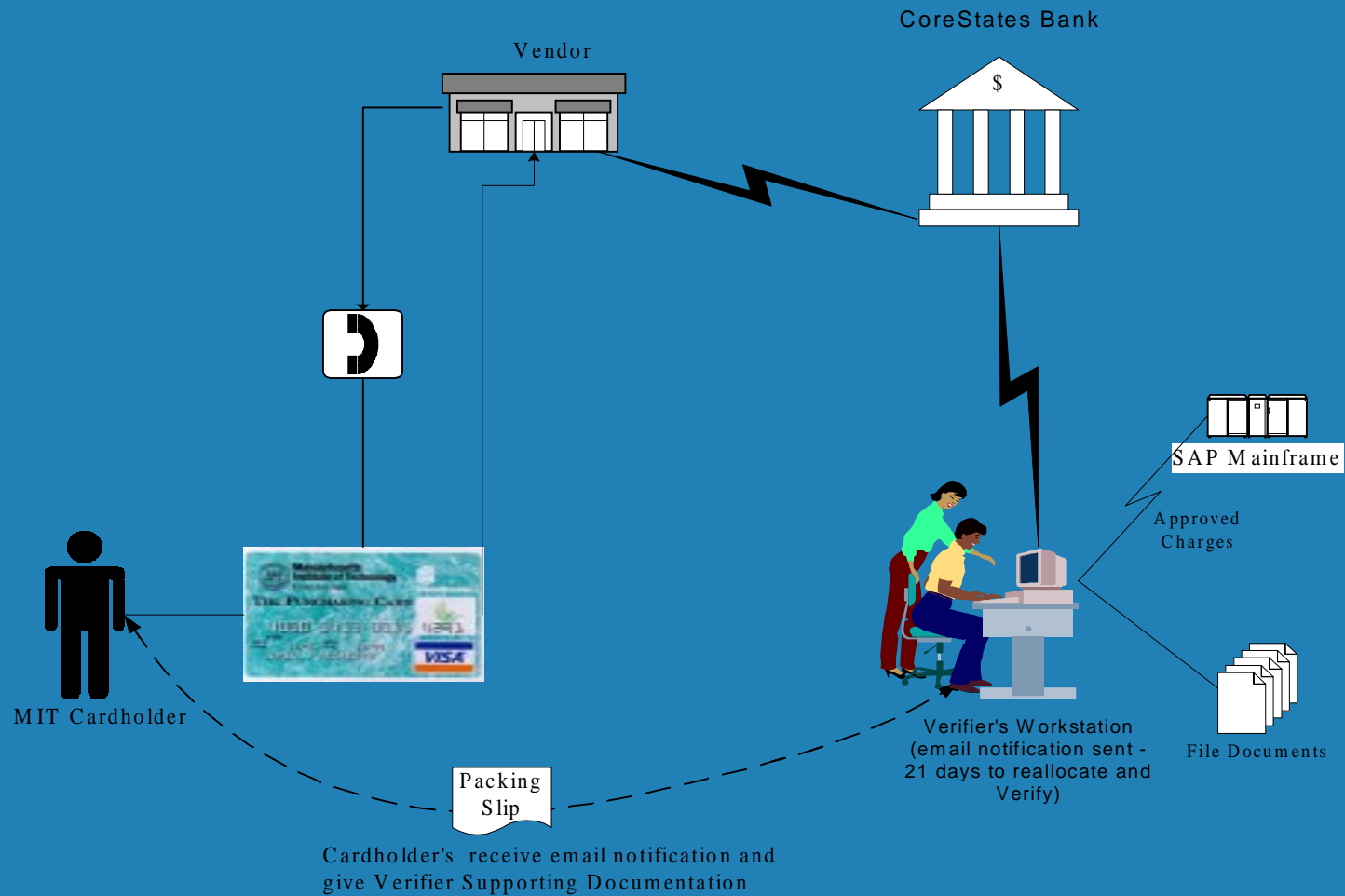
- P-Card – receives electronic files and uses SAP workflow for approvals
- SAPweb – MIT developed web requisitioning front-end to SAP
- ECAT - electronic catalog ordering and payment system

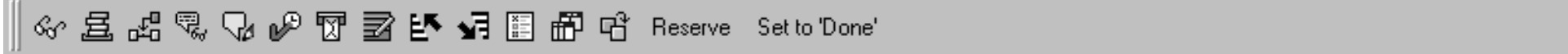


MIT Procurement Card

- Daily transaction and monthly billing files sent via FTP into drop box
- MIT designed ABAP program used to upload into SAP as Parked Documents
- Workflow used to route to Approver
- Allows reallocation of Cost Object and G/L Accounts

MIT P-Card Process Flow





Number of entries 286

St	EX	Description	AT	Rec. on	Substitute for
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100350H00LE_____ POLAND SPG WT \$ 8.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100824H00LE_____ PEARL ART & C \$ 10.14		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100171H00LE_____ AN ADJUSTMENT \$(76.95)		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100171H00LE_____ AN ADJUSTMENT \$(195.95)		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100658H00LE_____ ORIEL INSTRUM \$ 265.78		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100171H00LE_____ AN ADJUSTMENT \$(29.95)		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100202H00LE_____ ON PAPER_____ \$ 54.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100205H00LE_____ AMAZON.COM * \$ 23.90		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100387H00LE_____ 21ST CENTURY_ \$ 1495.50		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100401H00LE_____ AIN PLASTICS_ \$ 217.51		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100248H00LE_____ VIDEOTRANSFER \$ 41.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100062H00LE_____ AMERSHAM PHAR \$ 55.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 100062H00LE_____ ROCHE DIAGNOS \$ 492.80		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ BERTUCCI'S #0 \$ 84.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ MIT HARVARD C \$ 78.95		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ EDUCAUSE_____ \$ 120.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ RISTORANTE TO \$ 207.35		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ SKILLPATH/COM \$ 199.00		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ HIGH PRESSURE \$ 183.70		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ DELL'S APPLIA \$ 151.95		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ AVIS RENT-A-C \$ 70.22		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ ACTIVE CAMBRI \$ 39.67		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ MIT HARVARD C \$ 84.97		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ UNIVERSITY ST \$ 20.76		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ STRUCTURE PRO \$ 75.50		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard CCADM H00LE_____ FRAMEKING EXP \$ 14.76		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101341H00LE_____ OMEGA ENGINEE \$ 488.40		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101342H00LE_____ DKC*DIGI KEY_ \$ 149.42		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101332H00LE_____ PICANTE MEXIC \$ 50.95		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101341H00LE_____ UWR SCIENTIFI \$ 13.35		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101319H00LE_____ AUSTIN GRILL- \$ 28.68		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101331H00LE_____ ALIBRIS*BOOKS \$ 38.95		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101316H00LE_____ DKC*DIGI KEY_ \$ 390.14		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101316H00LE_____ AVNET ELECTRO \$ 243.10		03/28/2000	
<input type="checkbox"/>	<input type="checkbox"/>	VIPCard 101316H00LE_____ BORDERS.COM_ \$ 53.10		03/28/2000	

Post Parked Document: Overview

Document Edit Goto Extras Settings Environment System Help

Display currency Fast entry Tax amounts

Can Post here by clicking Document>Post or Reallocate by clicking on Fast Entry Screen

Document date 03/21/2000 Doc. type SC Company code COR
 Posting date 03/28/2000 Period 9 Currency USD
 Document number 200050975 Fiscal year 2000 Translation dte 03/28/2000
 Reference 100350H00LE Trading part.BA
 Doc.header text 20000323 Texts exist

Line items

#	PK	GLacct	GLacctDesc	CCenter	Order	WBS	Line item text	Amount
1	50	200030	UISA Purch				Uisa Ref#: 24	8.00-
2	40	420226	Materials	1633500			POLAND SPG WTR	8.00

D 8.00 C 8.00 Itm 2 0.00

Other line items

PstKy Account Sp.G/L Trans.type New co.code

SF5 (1) (030) pine INS 10:16AM

Post Parked Document: G/L Account Items

Document Goto Extras Settings System Help

- Change
- Display
- Check Shift+F6
- Delete
- Complete Shift+F5
- Park document Shift+F4
- Post Ctrl+S**
- Exit Shift+F3



MIT Calculate tax

Post Document

Amount	Text	Post ctr	Order	WBS element	Due date
50 200030					
8.00	Visa Ref#: 24399000082327000479136				
40 420226	1633500				
8.00	POLAND SPG WTR00202606 IDIRECT MRKTERS/MO-TO				

Modify G/L Account
Or Cost Object

Split Dollar
Amount up to 999
times

Other line items

PstKy Account Sp.G/L Trans.type New co.code



SAPWeb Requisitioning

- MIT developed web front end
- SAP Gui not required
- Digital Certificate authentication
- Easy to use
- Functionality
 - Create requisition
 - Display requisition
 - Display Purchase Order
 - Find a requisition



Create SAP Requisition

Initial Screen: Specify type of requisition



External Vendor
External Vendor
Internal Provider

Number of line items on requisition form: 1 to 5

Generate Req Form



Create SAP Requisition

This Requisition will be created against the Production SAP system. Real funds will be committed.



General Information

These will be applied to all line items. You will NOT be able to override these values for individual items.

Field		Value
Requisitioner	Requisition created by:	UserId: mcnamara Name : Michael J Mc Namara
	Requisitioner: (name of person for whom goods are being requisitioned)	<input type="text" value="McNamara"/>
Delivery Options	Deliver To: (name)	<input type="text" value="McNamara"/>
	Deliver Loc: (MIT Bldg-Room/Phone Required)	<input type="text" value="E19-370"/> / <input type="text" value="3/7247"/>
Vendor	Desired Vendor: (six-digit SAP vendor code)	<input type="button" value="Name Search"/> (Lookup vendor by name) <input type="text" value="10002"/> <input type="text" value="HARVARD COOPERATIVE SOCIETY"/>
Other Tracking	Requisition Tracking Number: (if any, e.g. purchase number)	<input type="text"/>



	(mm/dd/yyyy)	Line Item Total	71.0
Line Item 00030 <input type="button" value="Clear Item"/> <input type="button" value="Copy Previous"/>	Short Text: <input type="text" value="Books"/> Add more text to line item: <input type="button" value="↓"/>	Distrib: Cost Obj: G/L Acct: 100 % 164370 42080 <input type="button" value="↓"/> % <input type="text"/> <input type="text"/> <input type="button" value="↓"/> % <input type="text"/> <input type="text"/> <input type="button" value="↓"/>	Line Item Total <input type="text" value="\$100.0"/>
	Quantity: Units: Price per Unit: 15 EA <input type="button" value="↓"/> X 20 <input type="text"/> Delivery Date: Material Group: 04/23/200 <input type="text"/> 1810 <input type="button" value="↓"/> (mm/dd/yyyy)	Distrib. percents must total 100%	
Line Item 00040 <input type="button" value="Clear Item"/> <input type="button" value="Copy Previous"/>	Short Text: <input type="text" value="Books"/> Add more text to line item: <input type="button" value="↓"/>	Distrib: Cost Obj: G/L Acct: 100 % 164370 42080 <input type="button" value="↓"/> % <input type="text"/> <input type="text"/> <input type="button" value="↓"/> % <input type="text"/> <input type="text"/> <input type="button" value="↓"/>	Line Item Total <input type="text" value="\$30.0"/>
	Quantity: Units: Price per Unit: 12 EA <input type="button" value="↓"/> X 15 <input type="text"/> Delivery Date: Material Group: 04/23/200 <input type="text"/> 1810 <input type="button" value="↓"/> (mm/dd/yyyy)	Distrib. percents must total 100%	
Line Item 00050 <input type="button" value="Clear Item"/> <input type="button" value="Copy Previous"/>	Short Text: <input type="text" value="Books"/> Add more text to line item: <input type="button" value="↓"/>	Distrib: Cost Obj: G/L Acct: 100 % 164370 42080 <input type="button" value="↓"/> % <input type="text"/> <input type="text"/> <input type="button" value="↓"/> % <input type="text"/> <input type="text"/> <input type="button" value="↓"/>	Line Item Total <input type="text" value="\$30.0"/>
	Quantity: Units: Price per Unit: 13 EA <input type="button" value="↓"/> X 10 <input type="text"/> Delivery Date: Material Group: 04/23/200 <input type="text"/> 1810 <input type="button" value="↓"/> (mm/dd/yyyy)	Distrib. percents must total 100%	
		Total Req Amount	<input type="text" value="\$162.0"/>

Purchase Requisition 10098050 successfully created.

- Display this requisition
- Create another requisition, using this requisition as a template
- Create a new requisition
- Go to SapWeb Home

Go!

on
SAP system. Real funds



... values for individual items.

Field		Value
Requisitioner	Requisition created by:	UserId: mcnamara Name : Michael J Mc Namara
	Requisitioner: (name of person for whom goods are being requisitioned)	<input type="text" value="Mcnamara"/>
Delivery Options	Deliver To: (name)	<input type="text" value="Mcnamara"/>
	Deliver Loc: (MIT Bldg-Room/Phone Required)	<input type="text" value="E19-370"/> / <input type="text" value="3/7247"/>
Vendor	Desired Vendor: (six-digit SAP vendor code)	<input type="text" value="10002"/> <input type="text" value="HARVARD COOPERATIVE SOCIETY"/>
		<input type="button" value="Name Search"/> (Lookup vendor by name)



Display Requisition

Requisition Number 0010098050



For questions about this data, contact MIT Purchasing (x3-7241) or MIT Accounts Payable (x3-0965).

Overall Summary *

(Line Item Summary/Notes appear below)

Identifying Information	SAP Purchase Requisition Number:	0010098050
	Related Tracking Number:	
History	Date Created:	04/14/2000
	Created by:	MCNAMARA
	Date Approved:	04/14/2000
	Date Related PO Generated:	04/14/2000
	Related SAP PO Number:	<u>4500228473</u>
Vendor Information	Vendor Number:	0000100027
	Vendor Name/Address:	HARVARD COOPERATIVE SOCIETY 3 CAMBRIDGE CENTER CAMBRIDGE MA 02142-1613
Requisitioner	Requisition Created for:	MNamara
	Requested Delivery Date:	04/23/2000





Display Invoice/Payment History

Purchase Order Number 4500112536



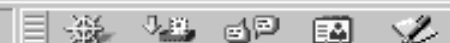
For questions about this data, contact MIT Purchasing (x3-7241) or MIT Accounts Payable (x3-0965)

PO Summary

Vendor Name/ Address:	COVANCE 1223 S 47TH ST RICHMOND, CA 94804-4609	Total PO Amount:	\$200.00
		Total Amount Outstanding:	\$0.00

Invoice/Payment Summary

Invoices								Payments	
SAP Doc. Number	Vendor Invoice Number	Posting Date	Invoice Date	G/L Acct Charged	Cost Obj Charged	Distrib. Amount	Total Invoice Amount	Actual or (Planned) Payment Date	Check Number
5100429110	906768	08/06/1998	07/29/1998	420226	6527000	\$232.50	\$232.50	08/26/1998	00582637
Invoiced Amounts to Date:							\$232.50		
Payments Already Issued:							\$232.50		
Payments Still Scheduled:							\$0.00		



Requisition - Release Completely Effected

List Edit Goto System Help

Toolbar with icons for save, back, forward, delete, print, copy, paste, undo, redo, search, and help.

Search bar with a magnifying glass icon.

Requisition - Release Completely Effected 1

Requisition	Vendor	Text	Amount	GL Account
	Short Text2			
			66,700.00	420298
10097999	DELL MARKETING L.P.	Dell Computer per attached configuration		
	(Reference E-quote: E000169835		3,060.00	421818
10098006	NEWPORT CORPORATION	C/O 4500227517		
	Confirming order - do not dupl		396.00	420226
10098010	TENCOR INSTRMENTS	CHANGE PRICE service call for UV1280		
	change PO# 4500207196 - price		1,460.00	420220
10098011	TRITECH INTERNATIONAL	Altimeter		
	AUV submarine competitions, Tr		1,000.00	421588
10098031	SUN MICROSYSTEMS	SunSpectrum Silver Support		
	Confirming order - do not dupl		4,218.96	420338
10098039	ORIEL INSTRUMENTS	C/O: 4500227390		
	Confirming order - do not dupl		85.00	421818
10098044	SHAUGHNESSY AHERN	Blanket Order / Storage Charges		
	Confirming order - do not dupl		950.00	420226
10098047	CAMELOT SPECIAL EVENTS	tables 18"x8'		
	Confirming order - do not dupl		393.75	420226
10098049	SIGMA ALDRICH CO	17,617-6 triflic anh 5 g		
			210.20	420128
10098050	HARVARD COOPERATIVE SOCIETY	Stuff		
	Confirming order - do not dupl		162.00	420800

PS1 (1) (030) dogwood DVR 0.02



MIT ECAT

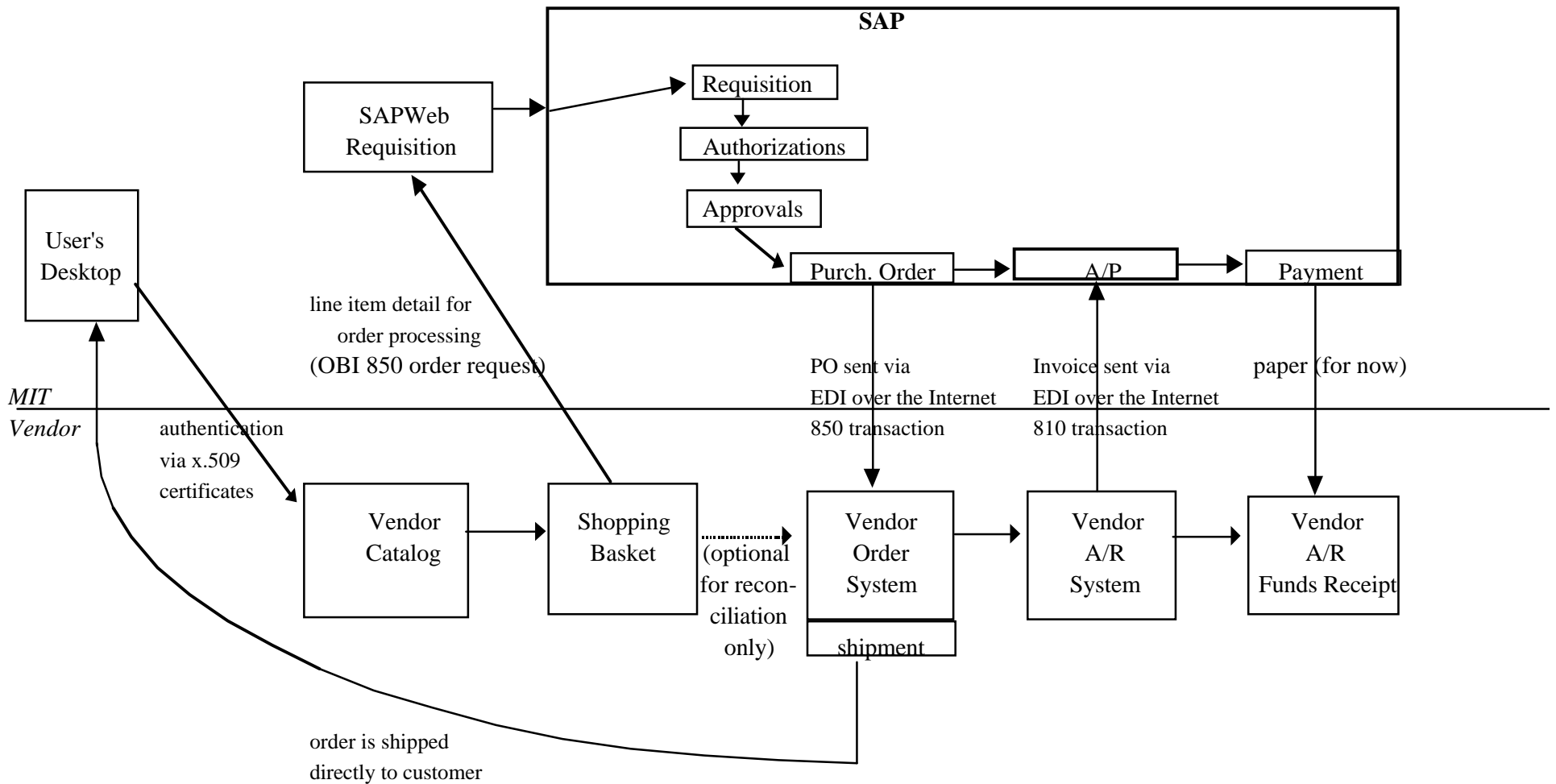
- First vendor live February 1999
- Currently four vendors operational
 - NECX (Computer products)
 - BOC Gases
 - Office Depot
 - VWR Scientific



ECAT Design/Strategy

- Preferred vendor relationships
- Vendor capabilities – OBI, EDI
- Vendor managed product catalogs
- Authentication – digital certificates
- Integration with SAP for requisitioning, authorizations, approvals, payment processing, reporting, etc.

ECAT Design





Advantages of the Model

- Fully integrated with SAP
- Modular design
- Familiar look and feel for users
- Takes full advantage of vendors' value-added services (e.g. MSDS sheets)
- Allows procurement staff to focus on vendor relationship management



Disadvantages of the Model

- Multiple vendor sites - different capabilities, different navigation
- Many components to maintain
- Not scalable to all vendors
- Batch processes within SAP and at vendor sites mean that orders are not quite real time

Welcome to

SAPweb

MIT's web interface to purchasing in SAP



NOTICE: VWR Scientific can now be accessed from the SAPweb home page.
Follow the link under 'Partner Vendors' in the [Purchasing section](#).

[Getting Started](#) | [Purchasing](#) | [Practice](#) | [Related Web Pages](#)

Getting Started

[About SAPweb](#)
[Get Web Certificates](#)
[Requirements for using SAPweb](#)
[Business Rules for purchasing at MIT](#)
[Special Requisitions](#) (Blanket Orders, Subcontracts, Change Orders)
[Training](#)

Purchasing

[Create a Requisition](#)
[Display a Requisition](#)
[Find a Requisition](#)
[Display a Purchase Order](#)

Partner Vendors

[NECX](#)
[Office Depot](#)
[BOC Gases](#)
[VWR Scientific](#) << *NEW!*


Practice

[Create a PRACTICE Requisition](#) (*coming soon*)
[Display a PRACTICE Requisition](#) (*coming soon*)
[Find a PRACTICE Requisition](#) (*coming soon*)



BUSINESS SERVICES
DIVISION

- ▶ [New to our BSD site?](#)
- ▶ [Sign my company up](#)
- ▶ [About BSD](#)
- ▶ [Trouble logging in?](#)
- ▶ [Certificate Authority Is Expired?](#)

MIT strongly encourages the use of recycled products 

Copy paper (8.5" x 11") is now available with post consumer waste content (pcw) and case prices listed below.

SKU # 371031 Envirographics 100% recycled; 100% pcw \$29.10

SKU # 371671 Envirographics 50% recycled; 30% pcw \$28.50

SKU# 371691 Xerox 30% recycled; 30% pcw \$28.70

Welcome **Lorraine J Rappaport**. Please Enter the following information to specify the name and address of the person to whom this ord will be delivered:

Ship To Name:

Lorraine J Rappaport

Ship To Bldg-Room (for example, E19-370):

Please enter in ALL UPPERCASE Characters

Submit



WELCOME!

Lorraine J Rappaport of M.I.T.

Shopping Cart

Subtotal: \$0.00 0 items

[Go to Cart](#)

Back to: [Home & Browse](#)

Product Search

[Search Options](#) [Find](#)

Shopping Services

[Quick Order by Item #](#)

[Custom Shopping Lists](#)

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[Help](#) [EC Support Desk](#)

Click a Category

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- ▶ [Calendars & Planners](#)
- ▶ [Computer & Printer Supplies](#)
- ▶ [Computers, Printers, Peripherals](#)
- ▶ [Desk Accessories](#)
- ▶ [Filing, Binders & Storage](#)
- ▶ [Furniture](#)
- ▶ [Maintenance, Breakroom Supplies](#)
- ▶ [Office Machines & Telephones](#)
- ▶ [Office, Label & Mailing Supplies](#)
- ▶ [Paper, Forms, Envelopes](#)
- ▶ [Pens, Pencils & Markers](#)
- ▶ [Presentation Supplies & Equipment](#)
- ▶ [School Supplies](#)
- ▶ [Copiers & Fax Machines](#)

**Office
DEPOT****WELCOME!**

Lorraine J Rappaport of M.I.T.

Shopping Cart

Subtotal: \$9.30 1 item

[Go to Cart](#)Back to: [Home & Browse](#)

Product Search

[Search Options](#) [Find](#)

Shopping Services

[Quick Order by Item #](#)[Custom Shopping Lists](#)[Custom Stamps](#)[Supplies QuickFind](#)[Order Tracking/History](#)

Account Center

[Account Settings](#)[Logout](#)

Extended Services

[Workplace Ergonomics](#)[FAQ](#)[Find a store](#)[Online Training](#)[Customer Billboard](#)[Whats New](#)[Help](#) [EC Support Desk](#)

Monday,

Your Shopping Cart

Listed below are the items you've put into your shopping cart so far. You can [click here to continue shopping](#), or you can buy these items now.

Buying the items in your cart

1. Review the contents of your cart. Remember to press the Update button if you change anything on this form.

Your Shopping Cart

Quantity	Item #	Item Description	Your Price	Total Price	Unit of Measure	Remove from Shopping Cart
<input type="text" value="1"/>	888529	MIT Archival Bond 8.5x11 ✓ Contract Item	\$9.300	\$9.30	ream	Remove

Cart subtotal: \$9.30

(Remember to click this button once if you have changed anything.)

[Update](#)

2. Click continue to proceed with your purchase.

[Continue](#)



Create SAP Requisition for Partner Vendor



General Information

This information will be applied to all line items.

	Field	Value
<i>Requisitioner & Receiver</i>	Requisition created by:	Lorraine J Rappaport [ljr@MIT.EDU]
	For Receiver:	Lorraine J Rappaport - 000-000-0000xM.I.T.
	Requisitioner's SAP ID:	LRappaport
<i>Delivery Options</i>	Deliver To:	Lorraine J Rappaport (LRappaport)
	Delivery Location:	
	Additional Delivery Info:	ZONE 936
<i>Vendor</i>	Desired Vendor:	<i>SAP Code Vendor Name</i> 106444 Office Depot
	Vendor Order Number:	6550240475
<i>Texts</i>	Internal Notes: (optional)	MIT-internal notes about requisition. <i>Justification is not required for partner vendor orders.</i> <div style="border: 1px solid gray; height: 80px; width: 100%;"></div>

Detail Information

	<i>Item Summary</i>	<i>Account Assignment</i>
--	---------------------	---------------------------

	Additional Delivery Info.	ZONE 950
Vendor	Desired Vendor:	SAP Code Vendor Name 106444 Office Depot
	Vendor Order Number:	6550240475
Texts	Internal Notes: (optional)	MIT-internal notes about requisition. Justification is not required for partner vendor orders.
		<input type="text"/>

Detail Information

	<i>Item Summary</i>	<i>Account Assignment</i>		
Line Item # 1	<p>Short Text: MIT Archival Bond 8.5x11</p> <p>Long Text: MIT Archival Bond 8.5x11</p> <p>Quantity: Units: Price per Unit: 1 EA X 9.3</p> <p>Delivery Date: 04/18/2000</p> <p>Material Group: -Select a Material Group-</p> <p>SKU/Vendor Part Number: 888529</p>	Distrib:	Cost Obj:	G/L Acct:
		100 %	<input type="text"/>	<input type="text"/> <input type="button" value="±"/>
		<input type="text"/> %	<input type="text"/>	<input type="text"/> <input type="button" value="±"/>
		<input type="text"/> %	<input type="text"/>	<input type="text"/> <input type="button" value="±"/>
		<i>Distrib. percents must total 100</i>		
Total # of Line Items: 1		Total Amount: 9.3		

Send requisition to SAP

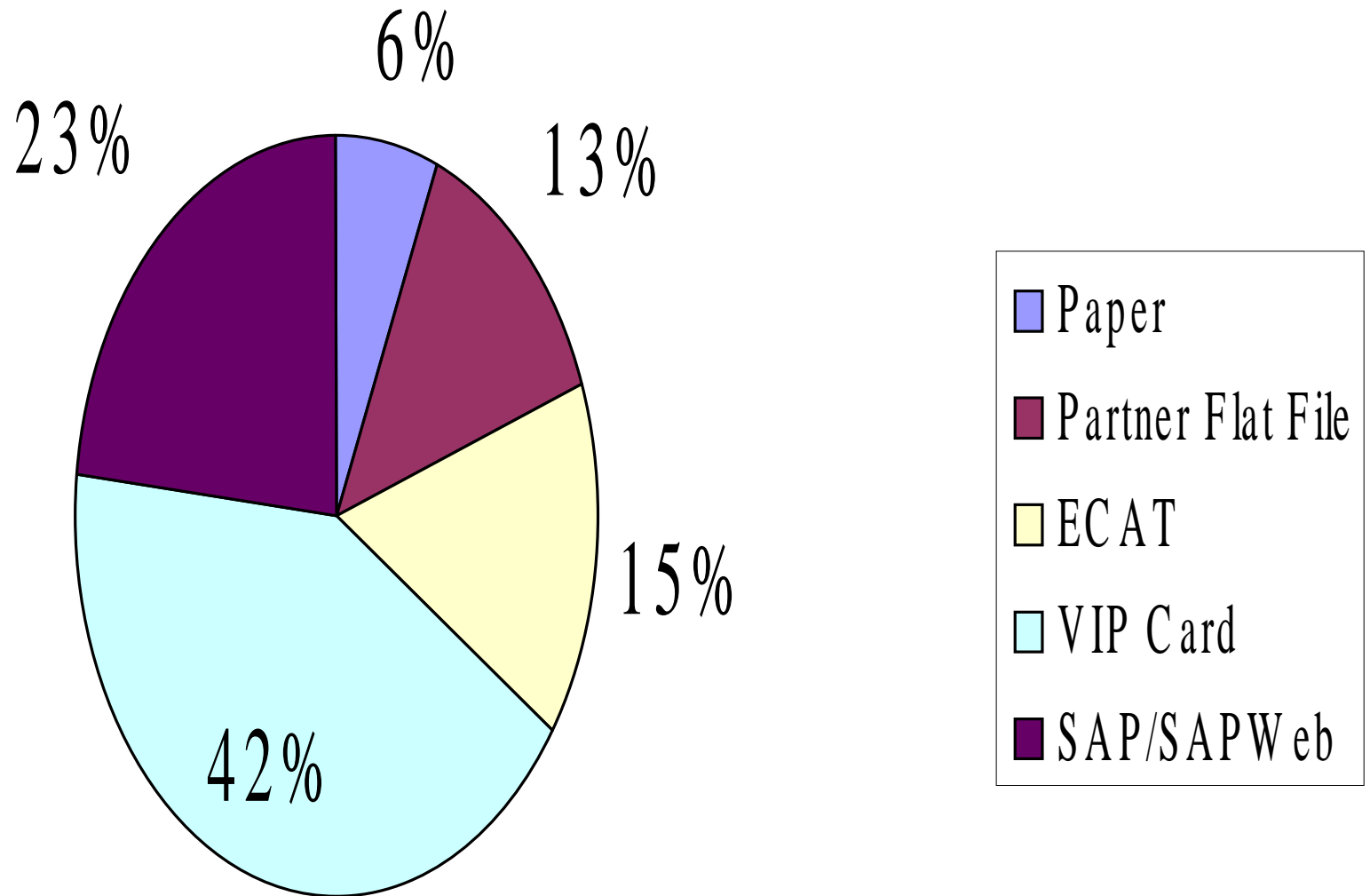
Press button only once.



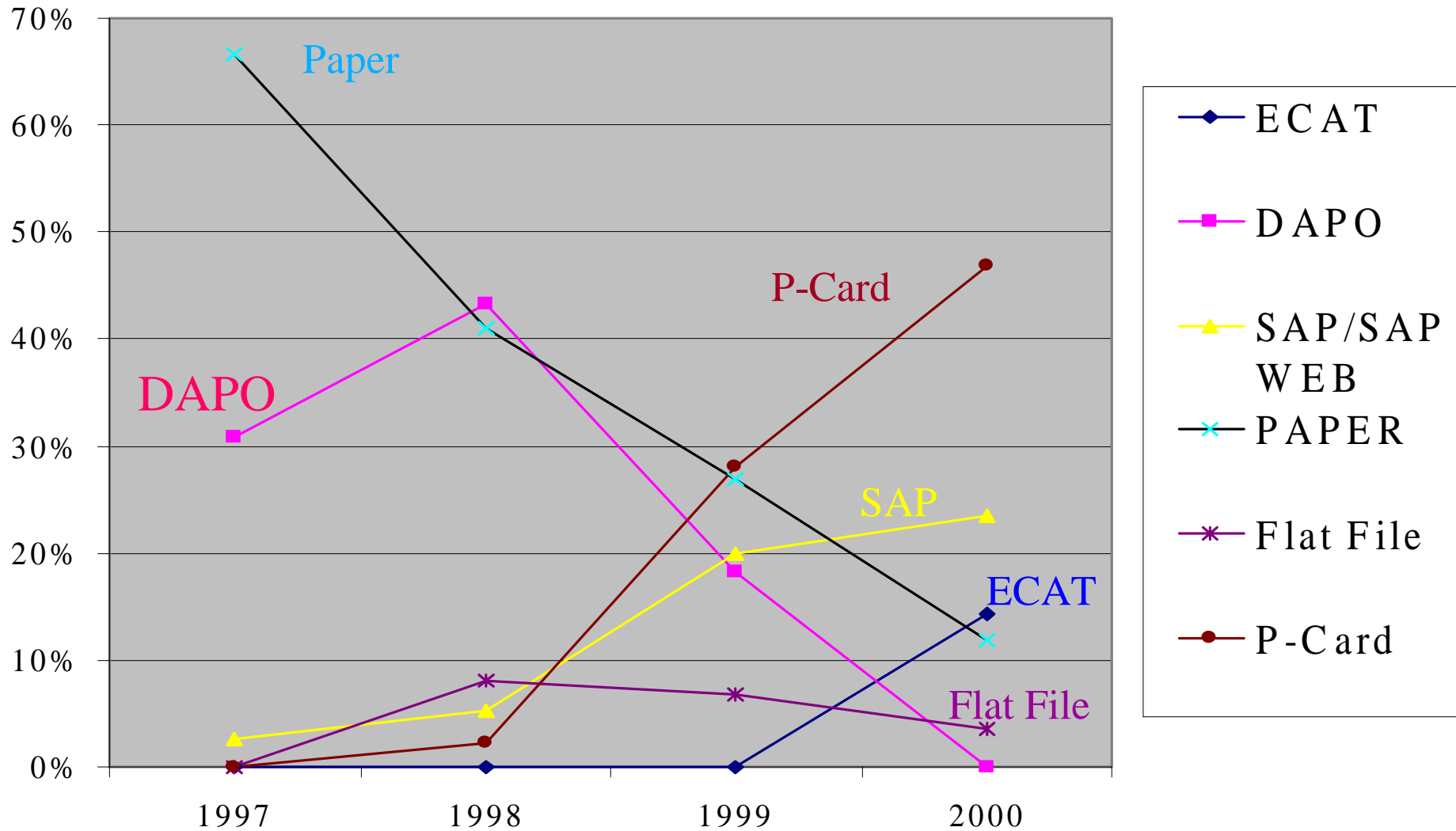
Issues to Consider

- Can SAP solutions be utilized? e.g. B2B, ITS, mySAP.com
- Individual vendor relationships vs. catalog aggregators
- Many vendors don't understand university environment
- What standard(s) will prevail? e.g. EDI vs. XML vs. OBI
- What should be the role of internal providers in strategy

February 2000 Percentage Breakdown



Four Year Purchasing Activity





Additional Resources

- <http://web.mit.edu/purchasing/>
- <http://web.mit.edu/sapweb/>
- <http://web.mit.edu/ecat/>
- thoole@mit.edu
- mcnamara@mit.edu
- ljr@mit.edu

