



CERC 2010 Conference

Get Off on the Right Foot: Implementing a New Supplier Agreement

Presented by

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- Relationship Analogy
- Implementation Process
 - Phases and processes
- Evaluating Success
- Lessons Learned

Implementation is like a Marriage

The RFP
Process

Supplier
Selection

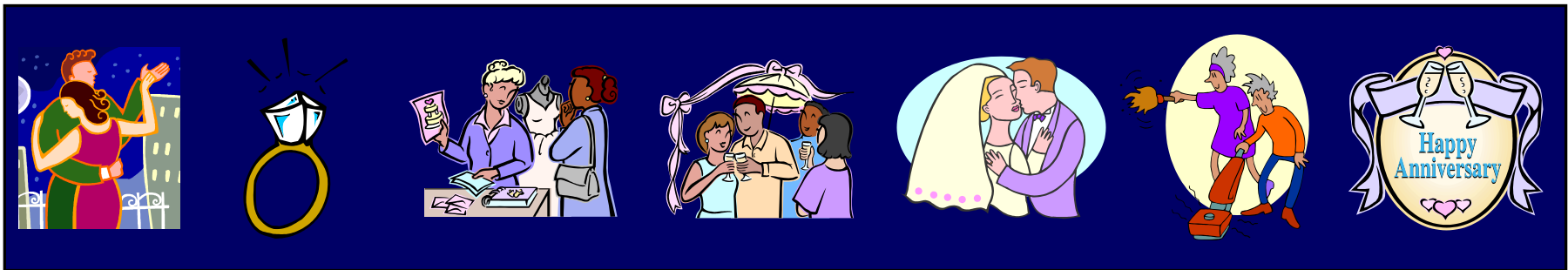
Scope,
Team & Timing

Key
Stakeholders

Contract
Signed

Freedom
to Operate

Process
Evaluation



Speed
Dating

Engagement

Wedding
Planning

Family &
Bridal Party

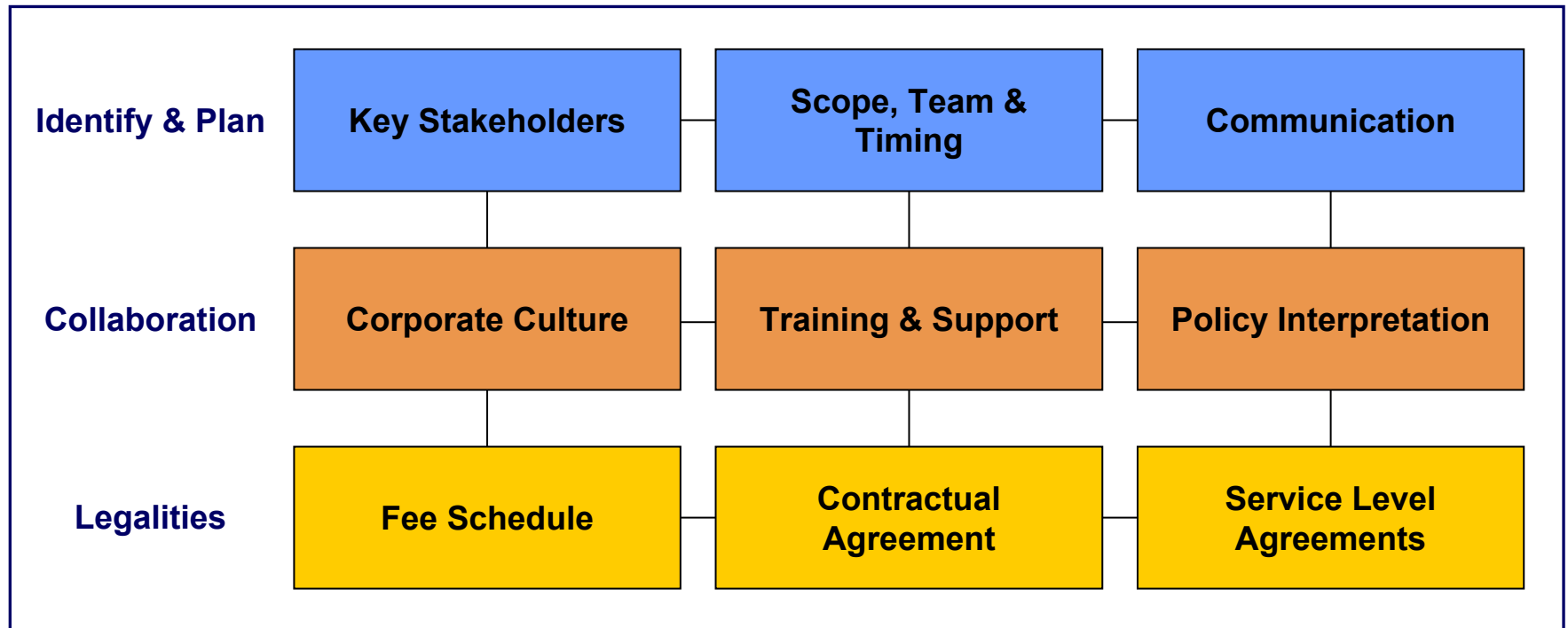
Wedding

Division
of Duties

Anniversary

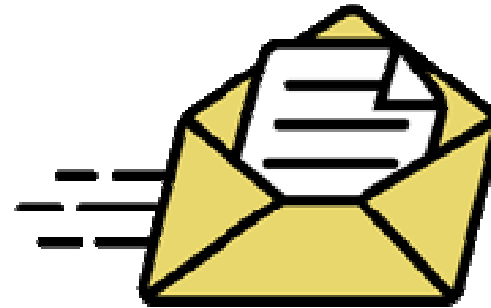
Sale to Implementation Process

Implementation Plan



Evaluation

- Advise successful bidder
 - Effective date
 - Implementation start date
- Letter to incumbent
 - Outline transition steps
 - Timing
- Other bidders
 - Debriefing
 - Proposal / interview strengths
 - Weaknesses or areas prime for improvement



Educating

- Senior managers
- HR business partners



RFP Selection Process

- Resulting impact
- Efficiencies
- Money saved
- Internal process changes

Educating

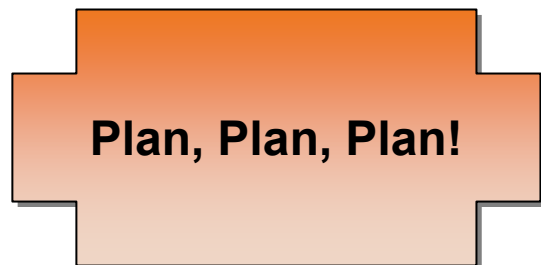
- Hiring managers
- Recruiters



RFP Selection Process

- Enhancements
- Process required
- Identify expectations
- Address issues, concerns upfront
- Accept process

- Define objectives
- Identify team members
 - Corporation
 - Supplier
 - Facilitator



RFP Selection Process

- Establish roles
- Set expectations
- Identify assumptions, barriers & limits to progress
- Define success

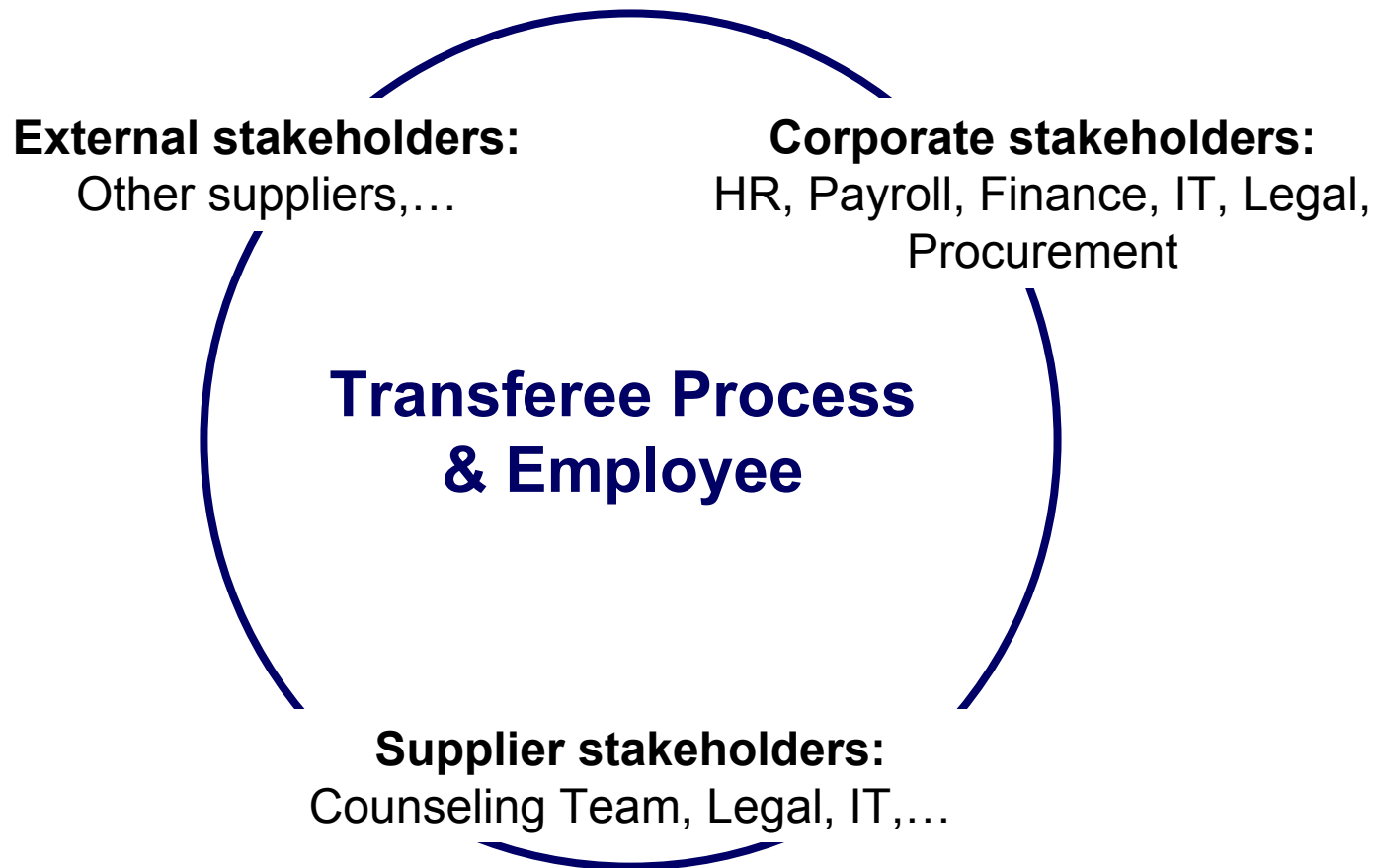
Scope, Team & Training

- Establish timeline, schedule and expected results
- Timeframe for implementation:



Timeframe	Week 1	Week 2	Week 3	Week 4
Relocation Policy	Confirm policy benefits and tiers	Provide policy drafts	Develop customized transferee documents	Post to web site
Master Agreement Components	Confirm funding process	Invoicing	Services and fees	Legal review and acceptance
Web Tools	Authorizations	Online reports	Online forms	Policies and documents
Relationship Management	Preferred communication and reporting methods	Preferred providers	Exception management	
Transition Files	Identify files	Assignment agreement executed	Contact transferees and providers	Inventory management

Determine involvement



- Transfer of knowledge
 - Sales to delivery team
 - RFP response: Scope of Work
 - Activity
 - Relocation policy
 - Process
 - Requirements, needs
- Scope of Work (SOW)
 - Define client's “wants” and “do not want”

- Understanding each company's culture
 - Participate in new employee training
 - Policy continuum:
basic → ***middle of the road*** → ***comprehensive***
 - Cost philosophy: ***frugal*** → ***rich***
- Exception philosophy
(e.g. policy enforcement)
- Service provider philosophy



- Managed involvement
 - Implementation team members
 - Stakeholders, as/when appropriate
 - Other partner providers
- Establish communication process
 - Initiation of files
 - Between client and relocation company
 - Among other partners
 - Ongoing

Partnership Tracking

	A	B	C	D	E	F
1	Sample Company Decision Matrix					
2						
3						
4						
5						
6	Component	Activities	Decisionmaker	Responsible Party	Status/Decisions	Date Finalized
7	Weekly Conference Calls	Identify transition communication method (Decentralized/centralized)	Client		Conference call in number is 800-555-1212 Passcode_____	
8		Set up weekly conference call schedule with agenda items to be discussed	Client			
9	Relocation Policy	Confirm Current Policy Components	Client		Policy changes incorporated into multiple policy format.	
10		Review grids for allowable expenses	Client		Allowable items for household goods, new home purchase identified	
11		Develop customized materials	Client		Policy and website tools	
12	Master Agreement	Discuss Funding Options and Confirm the Funding Process	Client			
13		Confirm Services & Fees				
14		Legal Review & Acceptance			Accepted. No additional changes.	
15	Payroll Processes	Determine Tax Gross-up Methodology			Based on filing status	
16		Invoicing			Bill on Demand (weekly)	
17		Payroll Reporting			No later than noon on the Friday preceding payroll day.	
18		Test Payroll Feed, Data Transfer, & Gross-up Methodology				
19		Year End Reports			Based on fiscal year.	
◀ ▶ Contacts Implementation Overview Weekly Report Meeting Report ▶						

- Understanding of
 - What's in policy
 - What's **not** in policy (and why)
 - What's between the lines
 - Tolerance for exceptions and exception protocol
- Define “Freedom to Operate” and decision making factors

Freedom to Operate

Provision	Details	Interpretation	Recommended decision parameters	Comments	Action		
					Relo Company	Facilitator	Corporate Client
Initiating the relocation							
Flexible Spending Account							
Home finding							
Guaranteed home sale plan (GHSP)							
Equity protection							
Home sale expenses							
Equity advances							
Lease cancellation							
Move household goods							
Home Search							
Rental Search							
In-transit & temporary accommodation expenses							
Home purchase expenses							
Incidental expenses allowance							
Housing Subsidy							
Rental Subsidy							
Spousal / partner career assistance							
Destination Services / Concierge type service							
Immigration							
Taxation							
Reports							
Transfer of files							
SLA's							

- Detailed legal Agreement
 - Client or relocation company template
 - 1st level approval at RFP stage
 - Clear statement of services
 - Liability understanding
- Processes addressed in SOW
- SLA's
 - A supporting document

Arduous & Lengthy

Don't let this cloud the
new relationship!

- **Fee Schedule**
 - Clarify fee option:
 - Bundled or non-bundled
 - Varies by domestic, international, policy type
 - Understand, clarify and confirm fee structure
 - Currency, payment periods, invoicing methods
- **Funding process**
 - Directed by Finance

- Determine areas of successes or problems
- Identify, vet Key Performance Indicators
- Set targets to meet expectations
 - Quality and continuous improvement
- Assign penalties and/or bonuses
- Establish frequency of reporting SLA's
- Strategy to monitor and evaluate

Examples:

- ◆ What to measure
- ◆ What not to measure

Evaluate the Process

- Ask, gather feedback
 - Transferee/assignee
 - Corporate support (payroll, HR, recruiters, finance)
- Identify challenges
 - Communicate the work out plan
- Re-evaluate the process
- Celebrate success
 - Share with all stakeholders!



Lessons from a Successful Marriage

- Work together
- Open communication
 - Share feedback → *Good, Bad, Ugly*
- Respect each other's needs
- Help each other succeed!

Thank You!

Questions
Discussion

Please complete your evaluations!