



RFP PROCESS IMPROVEMENT INITIATIVE



CERC - February 2005

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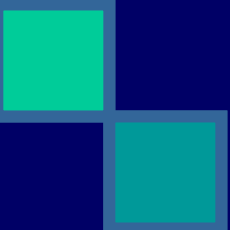

Ward O'Farrell Consultants Inc.





RFP

Process Improvement Initiative

- 
- Objectives
 - Respondent Information
 - Key Results & Issues
 - Conclusions
 - Questions & Discussion
- 



Objectives

Relevant statistical data

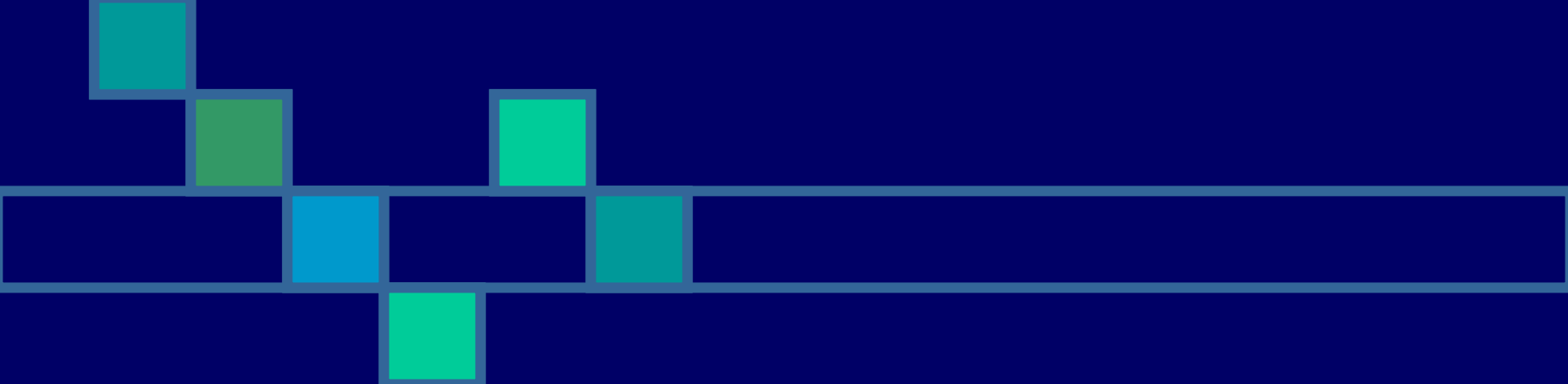
- Corporations:

- 'reverse' de-briefing
- simplifying process
- ensuring transparency
- appreciate supplier efforts

- Suppliers:

- forum to express concerns & desires





Thank you
to
Service Providers who participated in the
RFP Survey






Respondent Information



Relocation Co's. :

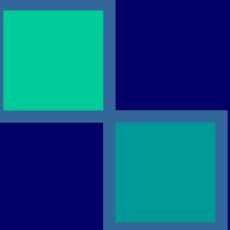

- 9 providers
- 88% response rate
- # RFP's is increasing
- respond to 80% RFP's
- Almost all agree: RFP'S are critical

Movers:

- 30 providers
 - 50% response rate
 - # RFP's is increasing
 - respond to 92% RFP's
 - Half agree: RFP'S are critical
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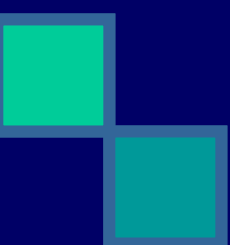



RFP's

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- Why conduct an RFP ?
 - Why not do it the "old" way?
 - What triggers the corporate RFP process ?
 - dollar amount of contract
 - number of transfers
 - number of years since last RFP
 - other criteria
- 

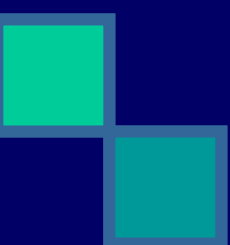



Document Transmittal

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- 100% of respondents all say 'NO' to e-bidding
 - Price-driven
 - Not appropriate for Mobility services
- 



Moving Industry - Bidders


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- more than $\frac{1}{2}$ say: individual agents only
 - $\frac{1}{4}$ say: Van Lines & agents
 - Who should be invited to bid ?
- 



Statement of Work

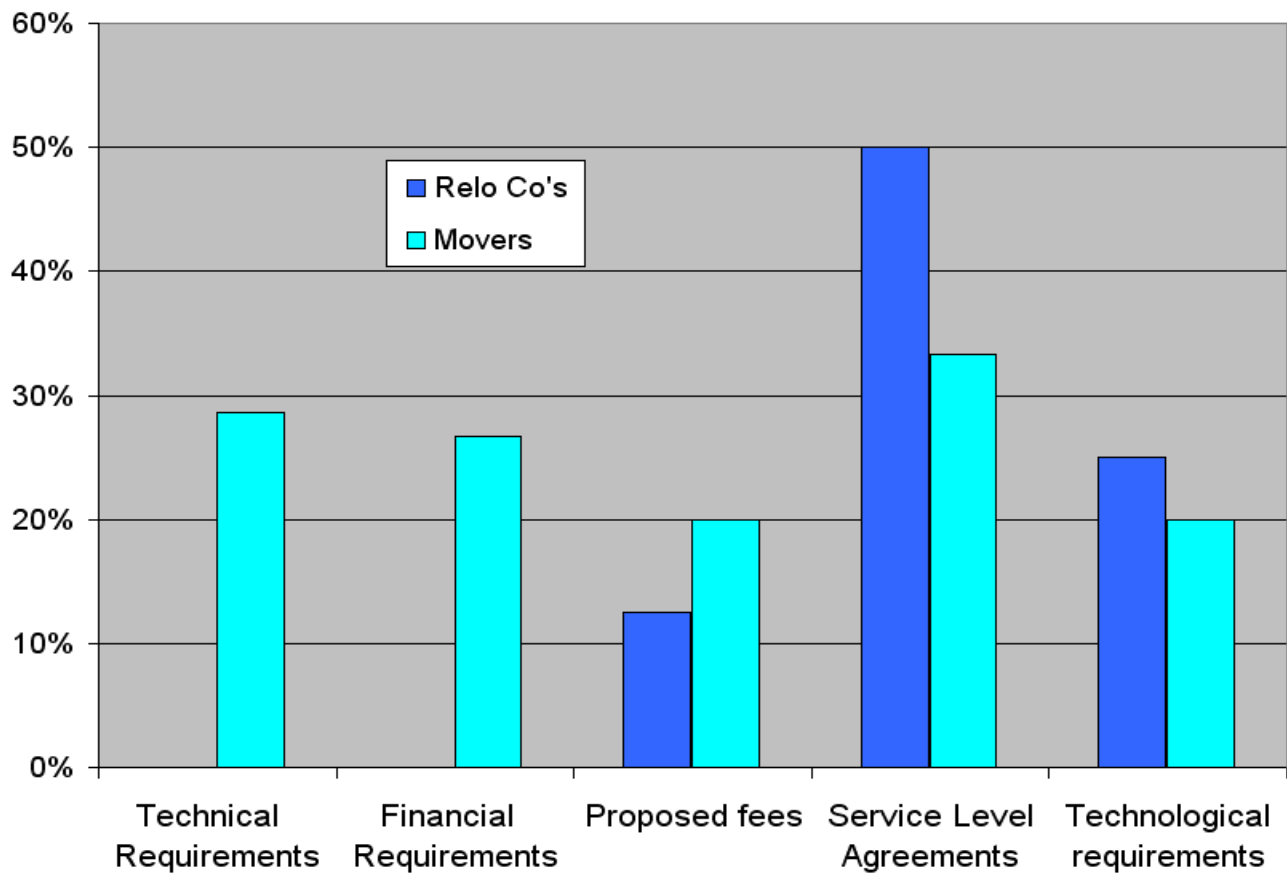


Relocation Co's. & Movers:

- almost all prefer that required services are explained in detail in the RFP
 - Over ½ want the opportunity to present additional services
 - How can an RFP allow a supplier to better differentiate themselves?
- 

Responding to the RFP

Difficulty responding to sections





Responding to the RFP

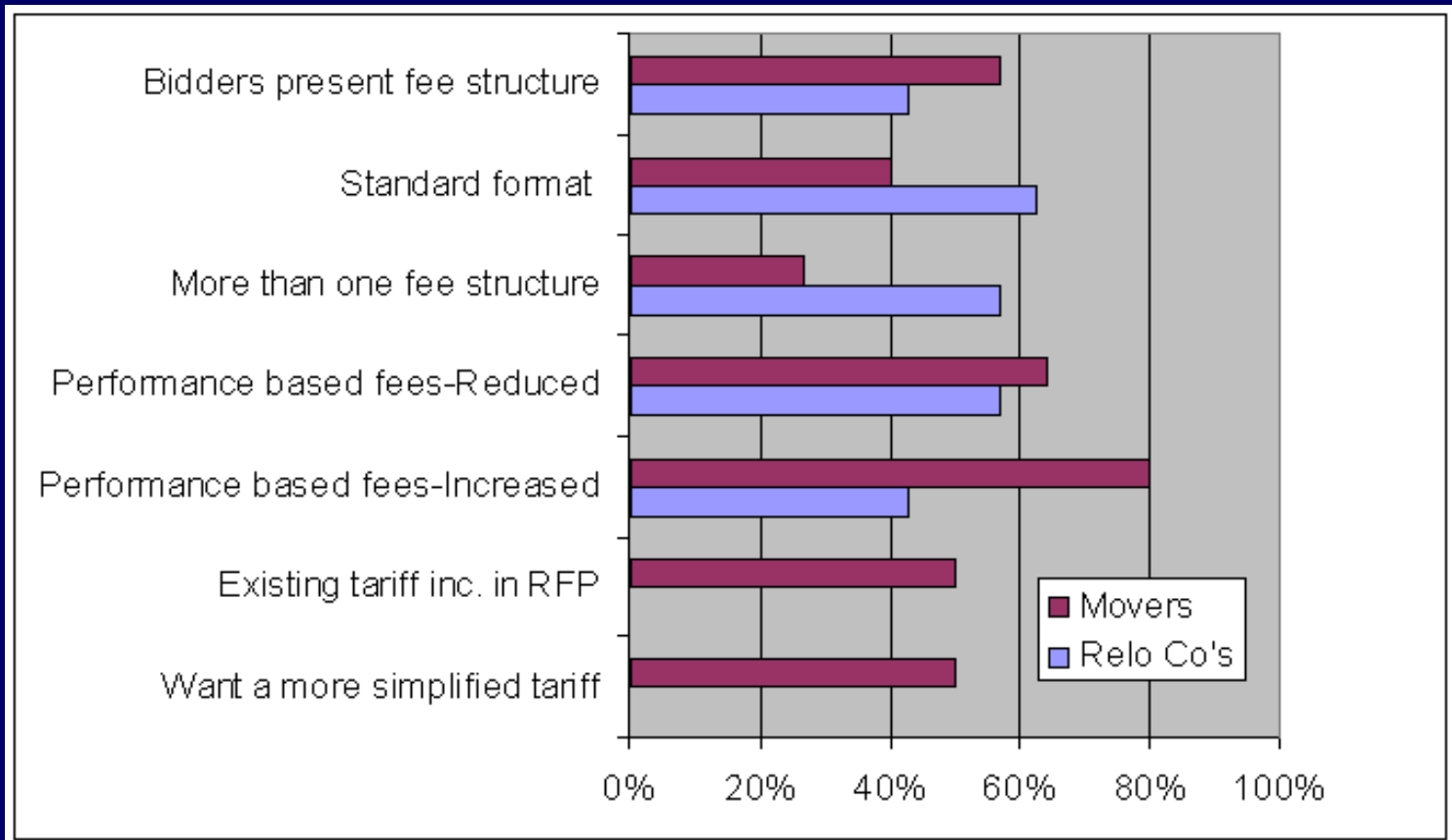
Service Level Agreements

- Almost all suppliers prefer that they be outlined in the RFP document

Note: more than ½ the relocation co's indicated that they had no problem presenting their own SLA's

- Why are SLA's problematic?
- 

Responding to the RFP Pricing






Evaluation Process

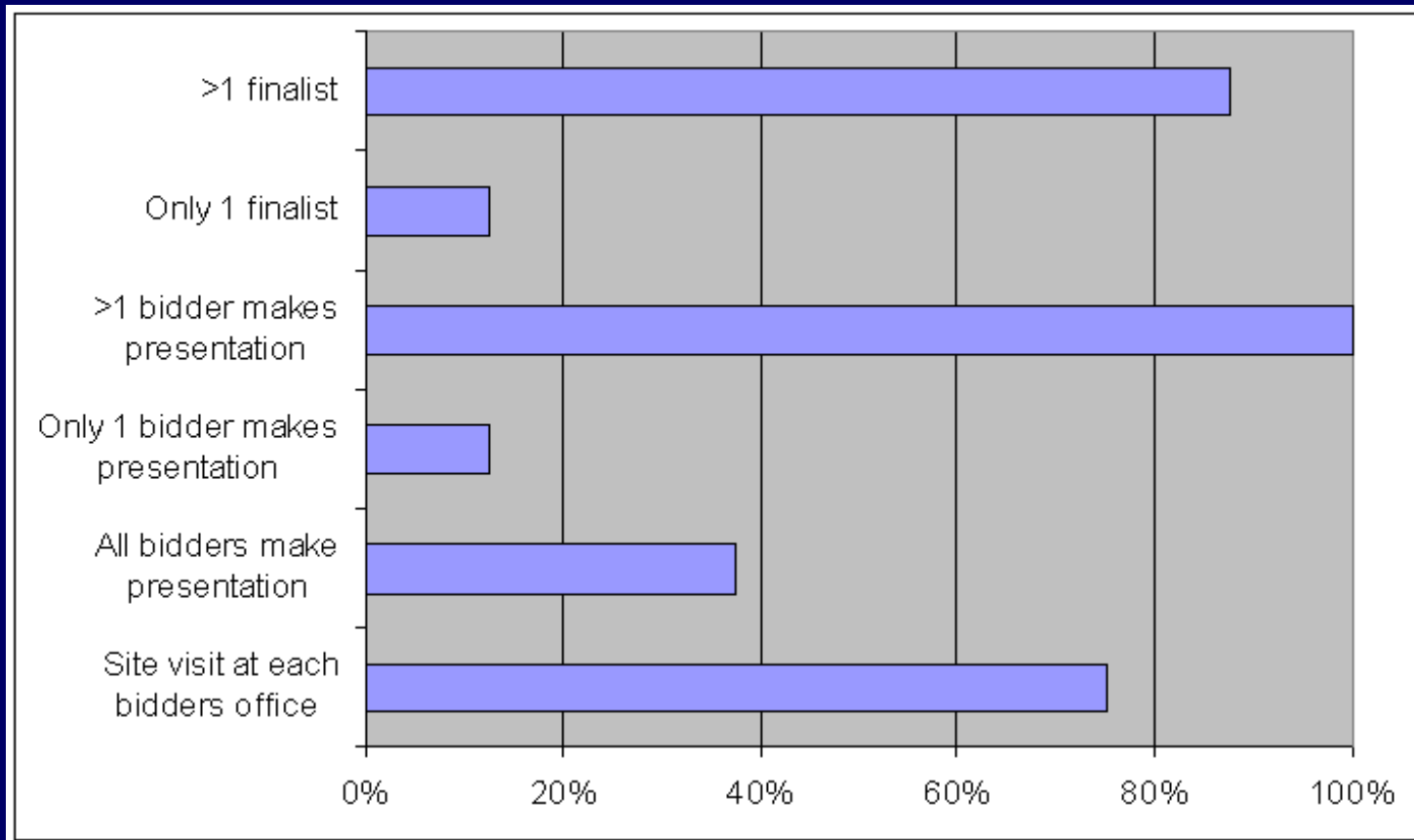
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- 100% of respondents agree:

Evaluation process should be outlined in the RFP document



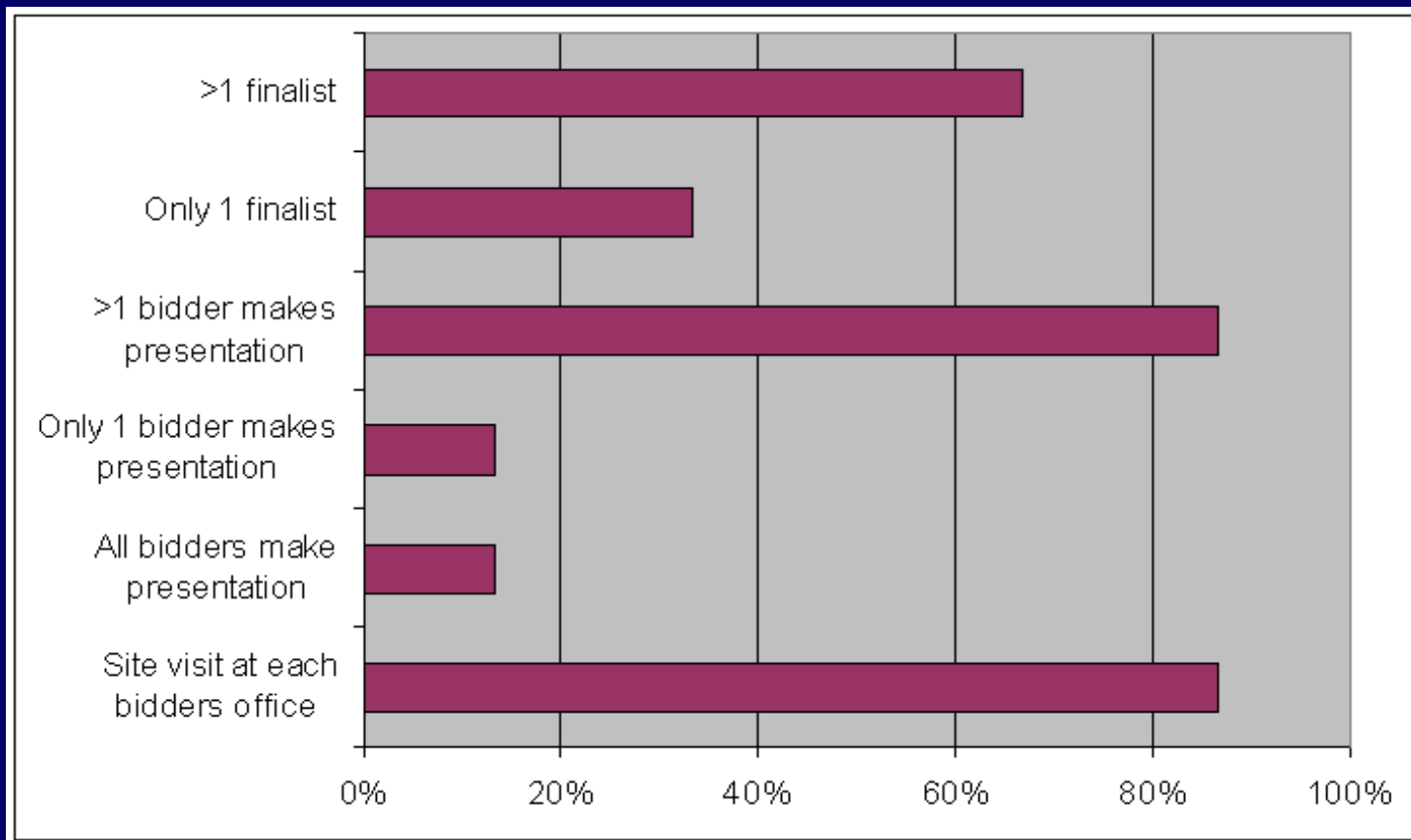
Evaluation Process – Finalists

Relocation Co's. :




Evaluation Process – Finalists

Movers:





Debriefing – key elements

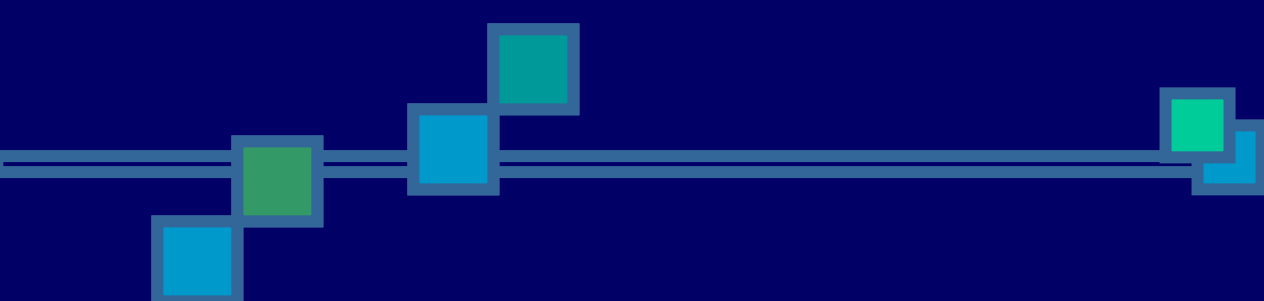
- strengths & shortcomings
 - ranking: price & overall
 - specific feed-back: scope, technology, clarity of proposal
 - evaluation of each component
 - evaluation issues & weighting system
 - perception of capabilities: winner's & bidder's
 - competitors and winner
- 




Debriefing

- 
- What impact does a debrief have?






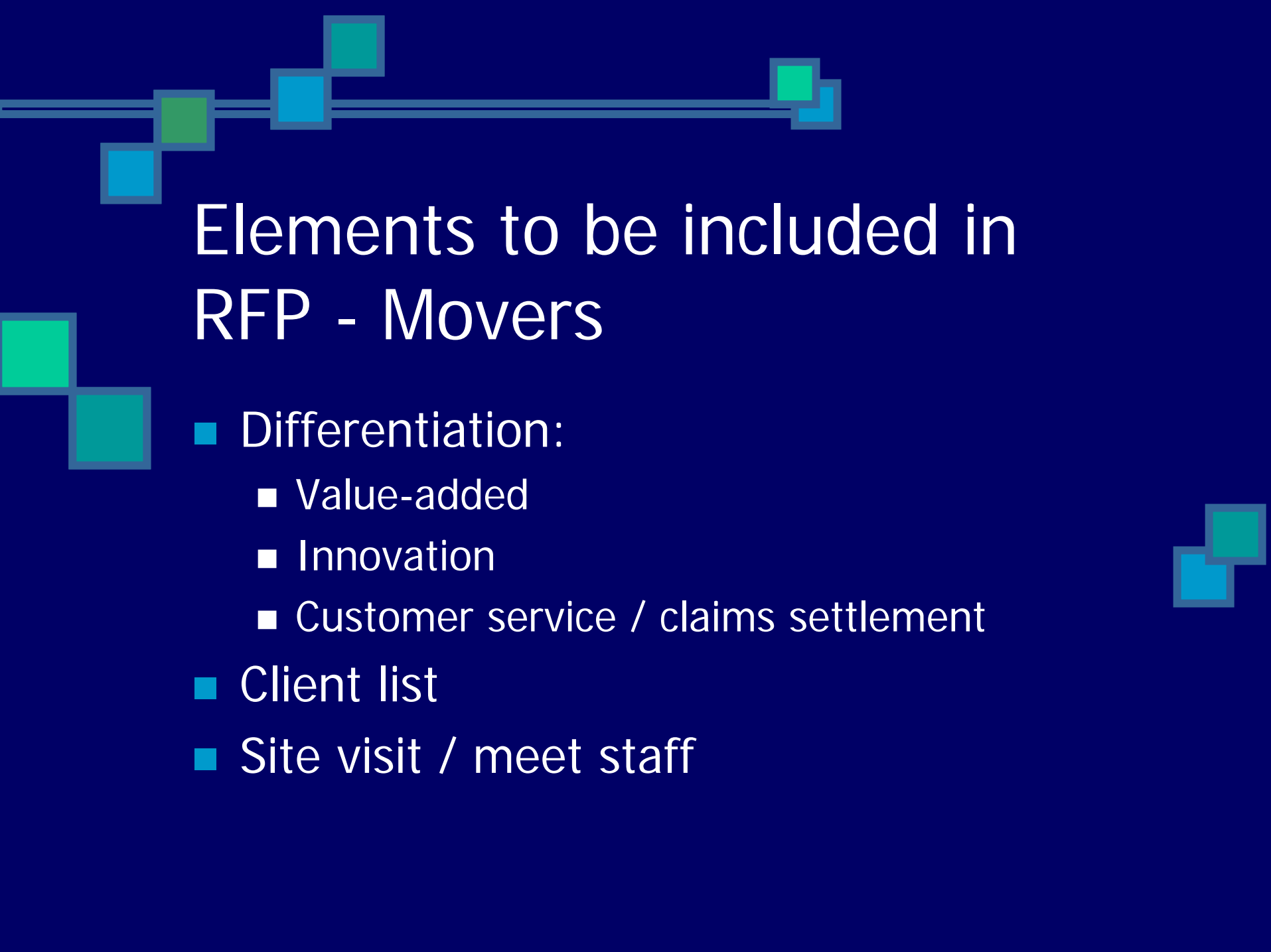
Elements to be excluded from RFP

- Irrelevant questions
 - Filler / redundant questions / cut & paste
 - Volume metrics:
 - Size of supplier
 - Financial statements
 - Van Line affiliation
 - House sales statistics
- 



Elements to be included in RFP – Relocation cos.

- Technology & systems
 - Start-up or transition plan
 - Soft charges or “direct” costs
 - Quality programs / assurance
 - Availability of staff
- 

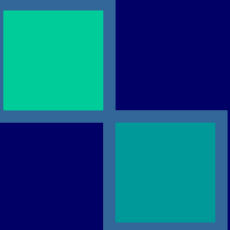



Elements to be included in RFP - Movers

- Differentiation:
 - Value-added
 - Innovation
 - Customer service / claims settlement
- Client list
- Site visit / meet staff



Changing RFP's: key issues


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- increase time to respond: 30 – 21 days
 - 'streamline' and 'target' }
 - 'simplify' and 'shorten' }
 - eliminate redundant questions
 - keep size & scope of RFP relevant
 - emphasize value of service
- 



Other comments



Relocation Co's. :


- RFP processes are important
 - feel some processes are biased
 - want face-to-face opportunity
 - may not respond if no relationship exists
- 



Other comments



Movers:


- RFP processes are somewhat important
 - feel many processes are biased
 - majority feel they are judged on bottom-line price alone
 - may not respond if no relationship exists
- 

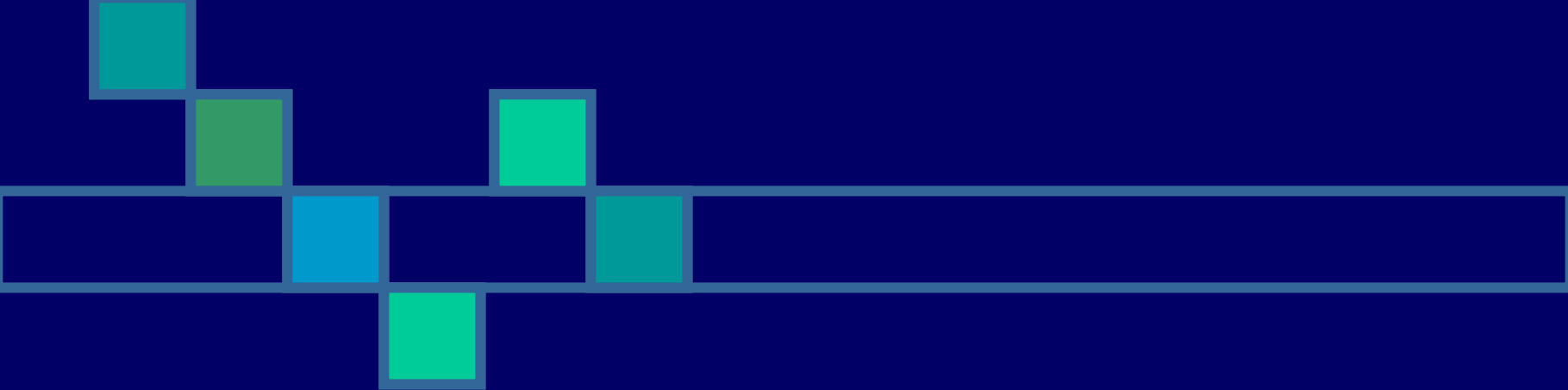


Conclusions



Service providers:

- Proud of service delivery
 - Want to demonstrate: Imagination, Creativity, Innovation, Quality
 - Want to know true objectives of RFP
- 



Questions & Discussion

Thank you

