

Consultancy Buyers Forum Event | 28 February 2013 Background Document

Background

On 20 September 2012 the Consultancy Buyers Forum held their launch event. At the event it was agreed to establish 4 working groups that would consider the four key areas of the consultancy buying process below.



The objectives of the working groups were to;

- Identify ideas and approaches which could most practically improve the effectiveness and efficiency of the consultancy buying process
- Hone in on those which could make the biggest positive difference to the delivery of consultancy value

Each working group has contained 'buy-side' and 'sell-side' representatives and have held a range of meetings to meet the objectives set. In addition a survey was run amongst the primary procurement membership of the Forum to provide input into each group's thinking.

Purpose of this Document

The event on 28 February is aiming to;

- Reach a consensus on what 'good looks like' across the consultancy buying process
- Start the work of creating a range of enabling materials that will help good practice to become the 'norm' in the marketplace

Participants will be invited to visit the 'Shop Fronts' of each working group and help to answer a range of residual questions that will help ensure that the subsequent materials are of maximum practical benefit.

This document includes all the summary information that will be presented at the 'Shop Fronts', the results of the primary member survey and some additional information that will help clarify the thinking to date.

NEEDS DEFINITION

Focal Points	Key Questions
<ul style="list-style-type: none"> • There is a huge variety of “consultancy projects”. • Desired outcomes can range from very clear to very uncertain. • Nature of consultancy input can vary. • Recognise distinction between the project itself (owned by the client organisation) and the consulting input to that project; <ul style="list-style-type: none"> ➢ <i>Each has its own objectives and potential value</i> ➢ <i>Each needs an approval process</i> • Use Value Framework to help think about required consultancy contribution. • Spending quality time up front on defining the needs pays big dividends. Buyers can add value in this. 	<ul style="list-style-type: none"> • What good practice have you seen elsewhere? • Is it helpful to distinguish between the project itself and the consultancy input? • Does the Value Framework work for you? How can it be improved? • Which aspects of good practice guidelines could be of benefit to your own organisation? • Given a good needs definition process, how can procurement add most value? • What are the challenges of embedding good practice in your own organisations?

Consultancy Needs Definition – Guidelines on Outputs and Process

There are many kinds of consultancy projects. Sometimes the desired outcome and its associated value to the organisation can be clearly and fully described at the outset (e.g. solving an operational issue); sometimes the outcome and associated value are quite uncertain (e.g. developing a new business proposition). Also, the nature of the consulting input to the project can vary hugely: sometimes the consultancy is delivering almost 100% of the work; more often they are providing just part of the input – for example specialist skills, additional capacity, specific technical expertise, or just independent challenge and advice – whilst the client organisation provides the rest.

The guidelines below seek to accommodate these many kinds of consultancy need. They are based on the assumption that there are two aims:

- a) To gain internal approval, both to proceeding with the project overall and to the specific request for use of consultants
- b) To describe the context and nature of consultancy support required sufficiently to enable consultancy firms to respond with a full proposal

The guidelines assume two separate output documents are produced to meet these aims, but with overlapping content, as summarised below:

Item	Internal: Approval Document	External: Brief for Consultants	Description of suggested content	Notes
Organisational context		Y	- Organisational and project context required to help a consultancy unfamiliar with the organisation to respond effectively	
Project business case – part 1	Y	Y	- Context and rationale for the overall project - Scope, objectives and intended outcomes - Projected benefits, quantified where possible - Constraints, assumptions, dependencies – e.g. on resources, time-scales, policies, standards, etc.	- Include clear problem statements where applicable
Project business case – part 2 (for internal use only, until consultancy selected)	Y		- Top level assumptions on approach - Projected costs, including both the estimated consultancy costs and all other costs - Key risks - Summary financial case (e.g. ROI, payback, NPV)	- This section will likely need to be updated once the consultancy proposal is received
Required consultancy contribution	Y	Y	- Nature of consulting contribution required - How will success of the consultancy contribution be assessed? - Detailed parameters/requirements, as needed, to enable the consultancy to develop the approach / size the resource requirement	- Refer to Consultancy Value Framework – see below - Important not to be too prescriptive. The consultancy should be told the desired project outcomes and the general nature of the consultancy contribution required, without specifying the approach or resources to be used. This will allow scope for innovation and likely lead to greater diversity of response.
Internal justification for use of consultants, and evaluation criteria	Y		- Rationale for the use of consultants: why can't the project all be done internally? - Quantified estimate of value from use of consultants, with explanation - Evaluation criteria for consultancy selection	- Think about sources of value: Better decisions? Better delivery (of project or operational service)? Building internal capability? - Consider value as % of overall project benefits (i.e. increasing the chances of success)? Or as reducing overall project costs (i.e. do it quicker / with a lower cost team)?
RFP/RFI guidelines & contractual conditions		Y	- RFP/RFI response guidelines (approach and mechanics) - Key contractual obligations (IP etc.) and T&C's	

Internal Approval Document

- Produced first, to gain approval for the project and for seeking consultancy support for the project
- Typically aimed at the Business Sponsor, the CFO and any other General Management who need to sign off
- With contributions from the Business Sponsor, Project Manager, End Users, Finance and Procurement
- Optionally updated after consultants are selected
- Referred to in post-implementation review and assessment of consultancy contribution

External Brief for Consultants

- To enable one or more consultancies to respond to the requirement
- Builds on the Internal Approval document, with additional contributions principally from the Project Manager (assuming they are in post) and Procurement

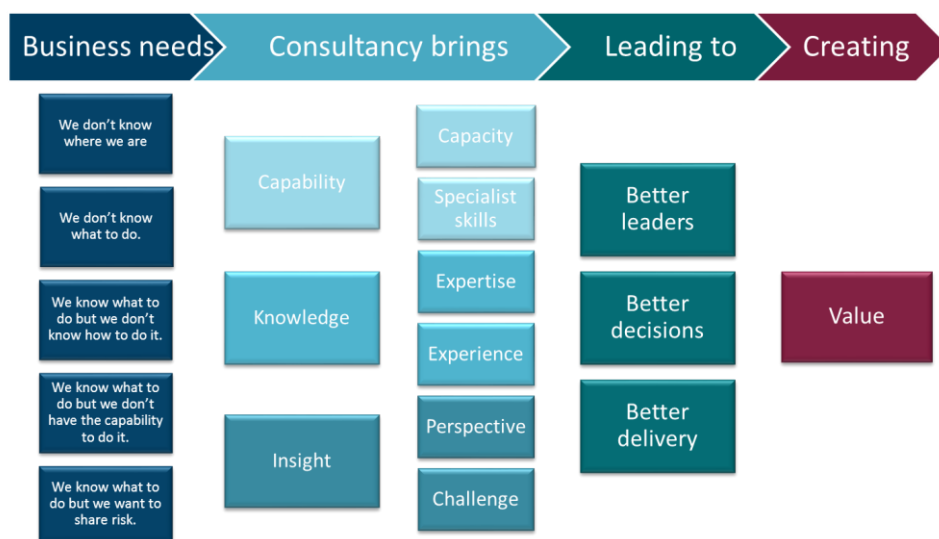
The Process

In many circumstances, where the requirement is well understood, the production of the Internal Approval document and the Brief for Consultants can all be done internally. Depending on the level of familiarity of the Business Sponsor and Project Manager with requesting consultancy support, the level of involvement from Procurement may vary widely. At the very least, they should be informed, but in some cases they may provide a great deal of guidance and challenge, helping to clarify thinking about the nature of consulting support required and the types of consultancies which may be able to meet the need.

In some cases the requirement may not be well understood. Indeed it may be unclear whether a consultancy can even help. In these circumstances, as well as conferring with Procurement, there may be a need to get input from one or more consultancies themselves before firming up the requirement. This may be achieved either through informal discussions with consultancies you already know and trust. Or it may be through a formal RFI process

Consultancy Value Framework and the Questions It Prompts

The simple framework shown here can be used to help think through the nature of the contribution we are looking for from consultants.



How would we describe the business need?

- “We don’t know where we are” – i.e. looking for an objective assessment of current status, performance and prospects
- “We don’t know what to do” – i.e. looking for support in developing direction / defining a strategy?
- “We know what to do but we don’t know how to do it” – i.e. looking for support in shaping an approach / defining and mobilising a change initiative of some sort?
- “We know what to do but we don’t have the capability to do it” – i.e. looking for resources, skills or experience not readily available internally in order to undertake an agreed piece of work?
- “We know what to do but we want to share the risk” – i.e. we have decided / embarked on a course of action, but want additional validation or assurance?
- Other?

What type of contribution are we looking for from the consultancy?

From simple extra resources on the ground at one end through to insightful challenge based on rich experience at the other. What do you think we need? It may be a combination.

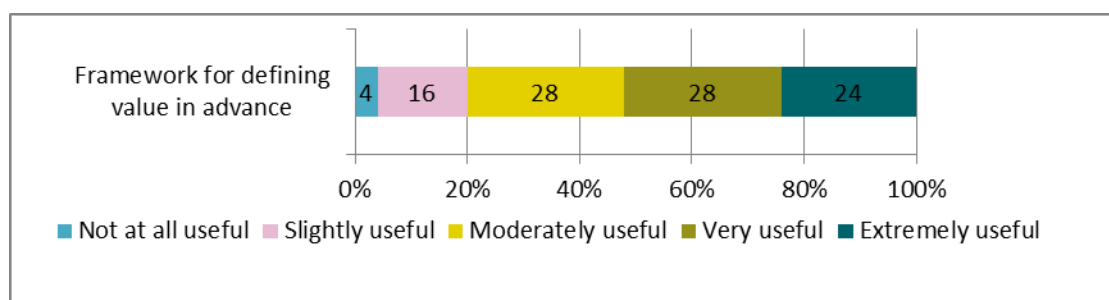
- What type of specialist skills are we short of?
- How deep is the expertise we are looking for? Are there specific certification requirements?
- What types of experience are we short of? What types and depth of experience are we looking for an external consultant to bring?
- How important is the ability to bring to bear a different and independent perspective? To be able to see the bigger picture?
- What level of challenge do we want them to bring? What level of management will they be working with and needing to influence?
- How important is thought leadership – the bringing of new insights or approaches?

What is the value of the consultancy contribution?

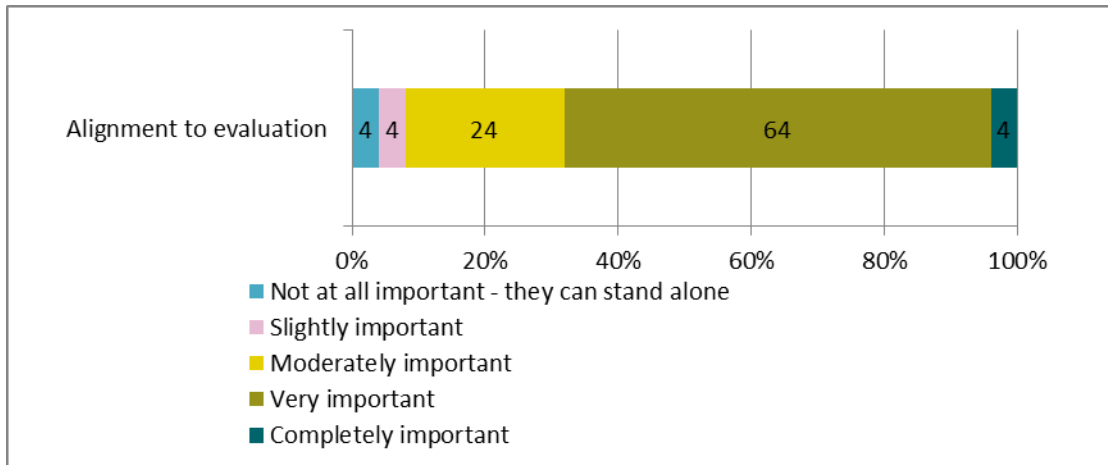
- Do we think involving consultants will lead to better decisions - to finding/choosing a different, more optimal solution/way forward? What probability would we put on that? What could be the value of the better decisions?
- Will it lead to better delivery – either of a change project or of an ongoing service? What % would we put on the consultants' contribution to this? Is it 100% (i.e. we can't do it without them) or a much smaller % (i.e. they are improving the chances of success / helping to mitigate the risk of failure)? What value can we put on this (e.g. time/cost saved or earlier/larger benefits delivered?)
- Will it/should it help develop our people and overall capabilities on a permanent basis? Will it develop better leaders? How would we assess and evaluate this?
- Thinking overall, what will constitute a highly successful consultancy engagement? What are the key criteria? How can/will we put a value on it?

Defining Needs Survey Information

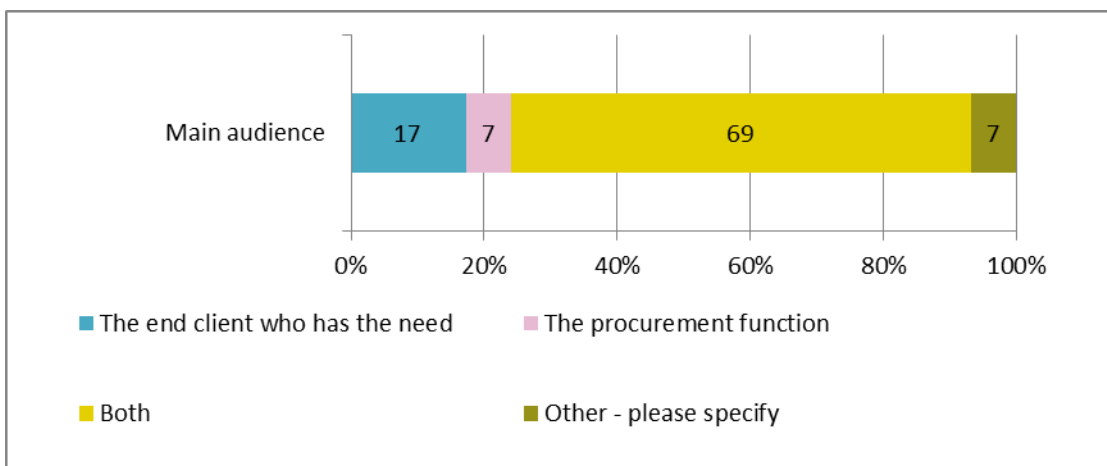
Just over 50% of respondents felt that a framework for defining the nature and value of consultancy in advance would be extremely useful or very useful.



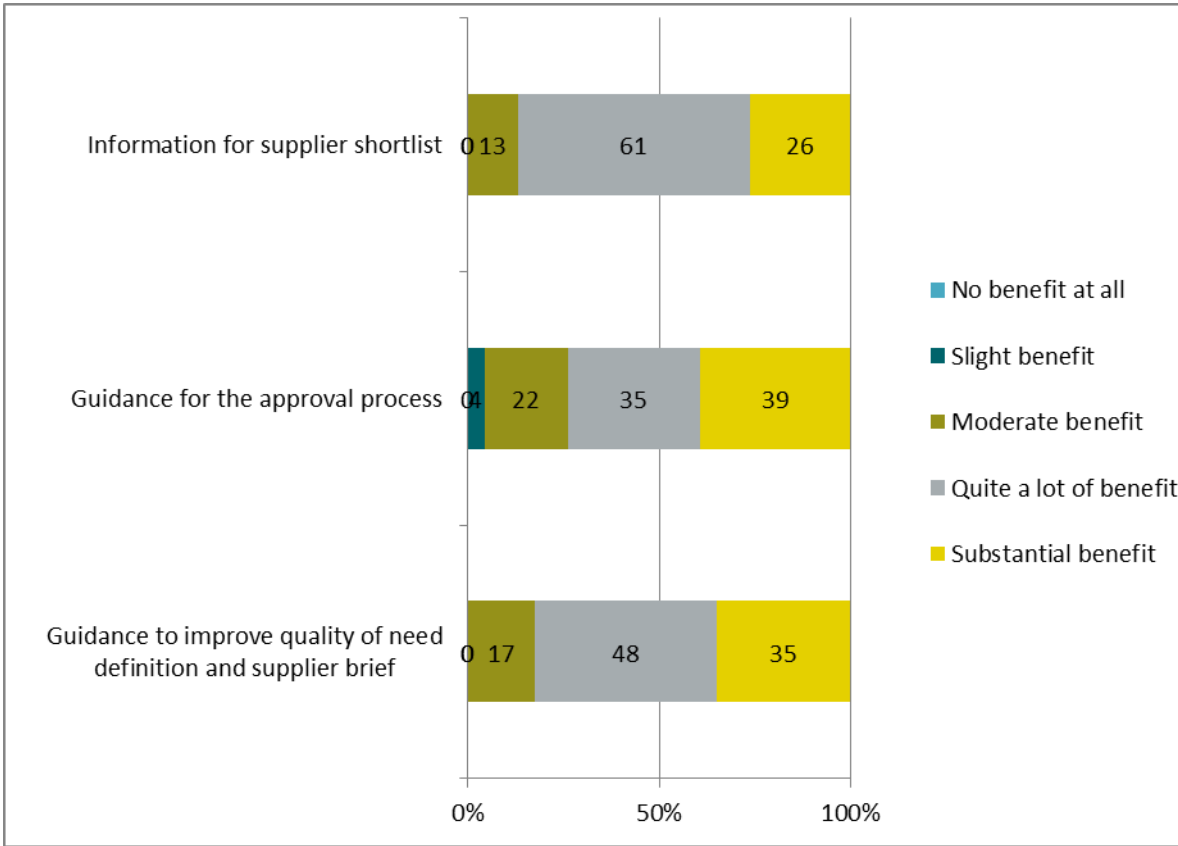
There was a very strong view that any guidelines for defining needs should be aligned to the evaluating performance criteria.



The majority of respondents felt that the audience for Defining Needs guidelines should include both the end client and the procurement function. Others mentioned included Finance and internal Executive sponsors for the consultancy firms.



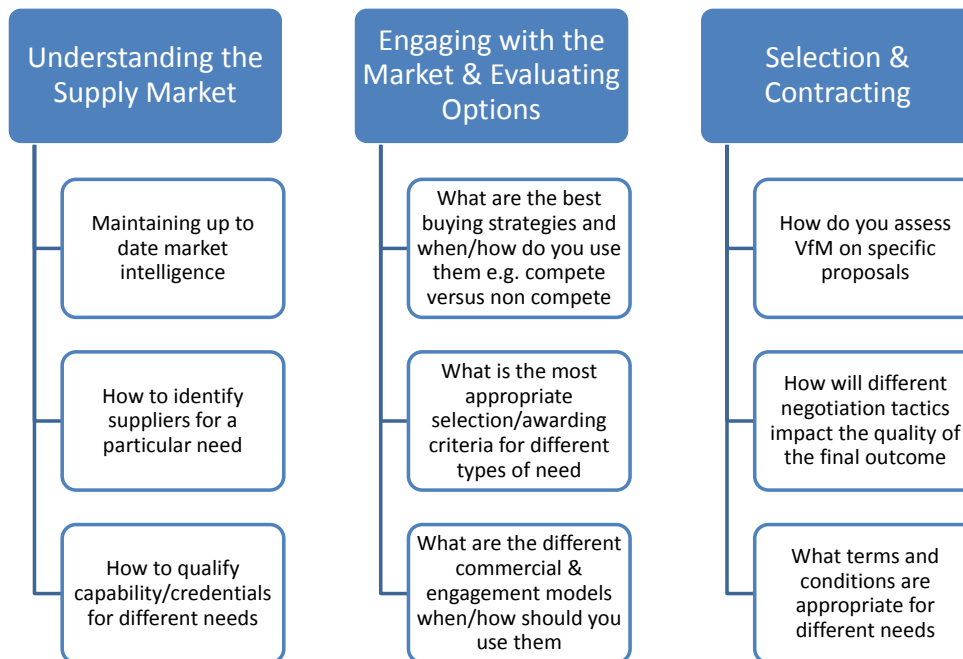
In terms of the types of guidance that would be useful 87% felt that gathering information to be able to advise on a supplier shortlist would provide substantial or a lot of benefit. 83% felt that having guidance to challenge and improve the quality of the need definition and therefore the supplier brief would bring a lot of benefit. Providing guidance to ensure the end client follows the approvals process was seen as offering slightly less benefit.



Supplier Selection & Contracting

Focal Points	Key Questions
<p>The Frequently Asked Questions Accessing a more detailed layer of information about MCA member firms to avoid prospective buyers asking the same questions multiple times in multiple ways.</p>	<ul style="list-style-type: none"> • What information would be of most use? • Who would use it and when? • How would/could it be stored? • How could it be (self) maintained? • Should 'feedback' of some type be included?
<p>Qualification & Commercial Models Providing practical guidance and assistance on how to qualify different types of consulting firm for different types of engagement and what commercial models are typically most applicable.</p>	<ul style="list-style-type: none"> • What different 'scenario's' would we try and address? • What level of detail would be required? • Who would use it and when? • How could the guidance be most usefully produced/disseminated?
<p>Contract Terms Producing guidance on which type of contract structure(s) will be most applicable to different types of consulting engagement, which contract terms can/should be generically applied and which terms will need more focussed negotiation.</p>	<ul style="list-style-type: none"> • How many different 'variants' might be required? • How much commonality would we recommend? • What terms and conditions are always organisational/project specific? • What terms and conditions are particularly 'peculiar' to consultancy engagements? • How much contractual/commercial flexibility should be allowed/planned for?

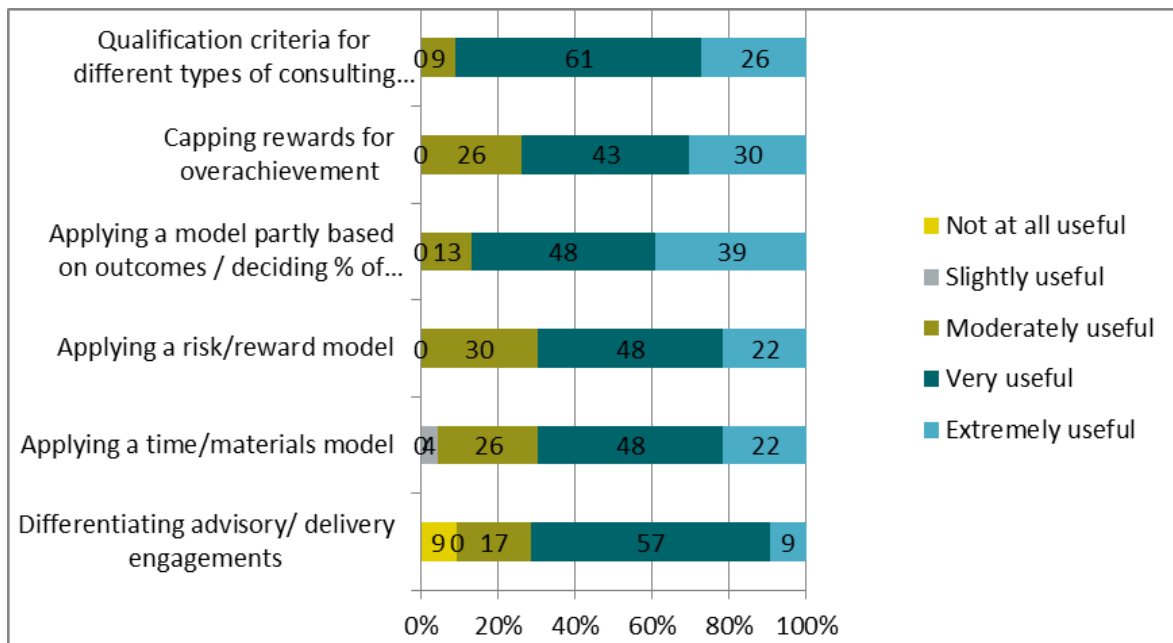
The working group derived the above after considering a range of ideas across the following areas;



Supplier Selection and Contracting Survey Information

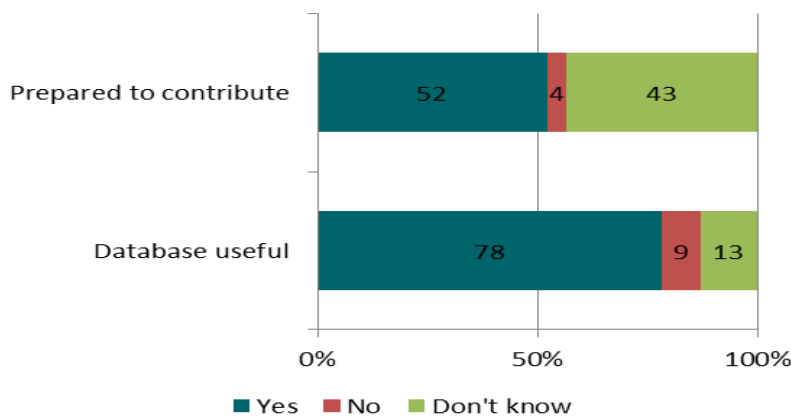
In terms of guidance for the Supplier Selection & Contracting stage 87% of respondents said they would find qualification criteria for different types of consulting extremely or very useful. The same percentage also said they would find guidance on when to apply a model partly based on outcomes extremely or very useful, together with help on how to decide what percentage of the fee to base on outcomes.

73% felt that guidance on capping rewards for overachievement would be extremely or very useful, and 70% felt the same about guidance for when to apply a risk/reward or time/materials model. A smaller percentage (65%) were interested in a template to help them differentiate between advisory and delivery engagement. So it would appear that it deciding what type of contracting model to apply where respondents feel they need the most help.



The graph below shows that there is a lot of interest (78%) in a central supplier database; however fewer people are definitely willing to contribute.

Supplier central database



Listed below is the type of information respondents expressed an interest in seeing in the database.

- Capability areas mapped to general types of consulting (strategy, IT, HR, operational, sales & marketing, etc).
Examples of recent clients taking the same/similar services.
- Contact details
- Advisory areas in which the consultancy works
- Key industries supported by the consultancy
- Geographies in which the consultancy works
- Number of staff in advisory roles
- Total number of staff
- Key clients
- Rate card bandings
- Firm size, capabilities, and references from actual clients
- List of past projects done by these firms in the form of short white papers
- Non attributable information on performance and capability
- Previous size and scope of projects
- Key skills / Specialism
- USPs
- Proven capabilities, regions where each firm conducts business, firm structure (centralized or independent offices)
- Supplier capacity, capability, prior experience and case studies
- Top ten lists by specialism
- Track record, testimonials, areas of core competence
- What work was done, whether it was done by a team or an individual, and the people involved (so often, the outcomes are entirely person, rather than firm dependent), the outcomes. Reference sites for further follow up.

Delivering Outcomes

Focal Points	Key Questions
Establishing clear expectations with key stakeholders and agreeing a well-communicated plan [with review points and contingencies] to ensure promised deliverables are on track.	<ul style="list-style-type: none"> • What related good practice have you seen elsewhere? • When/how should Procurement teams be involved?
Adopting a clear and flexible methodology to manage contract and/or commercial change(s) during an engagement.	<ul style="list-style-type: none"> • What may constrain buying organisations from adopting a flexible methodology? • How do you ensure that you can differentiate between client driven [scope] change and anything that may be necessary to address under-performance?
Actively tracking and recording all benefits, including those which may be relatively intangible or hard-to-measure. Benefits should always have a line of sight back to the business case.	<ul style="list-style-type: none"> • Who should own and who should take the practical lead for the benefits realisation process (client or consulting firm)? • Are different approaches necessary for different types of consultancy engagement?
Ensuring that outcomes remain aligned with the associated objectives of key sponsors/stakeholders.	<ul style="list-style-type: none"> • What are the practical implications of this?

Managing a contract for success Project / Contract planning

- Adopt a clear and simple contract methodology throughout the project which can be tracked
- Work with stakeholders to establish a clear, well-communicated plan with review points and contingencies.
- Contract for outcomes, not inputs or process. Clarity of outcomes depend on clear requirements.
- Align outcomes of the contract to an outcome which drives support from key stakeholders
- Type of contract management taken should not be one-size-fits-all & depends on risk vs. value (Table 1). Consider the potential of failing to deliver / reputational damage / remedial costs.
- Consider flexible commercial models through the life of the agreement; eg commercial model may be linked to outcomes & could be phased
- The size of the project should also influence the planning especially for small consultancy work.
- The client should engage closely and clearly with the contractor to ensure delivery of an outcome to provide an internal dimension..
- Where possible quantify benefits, but also have a process for recording and reporting intangibles or hard-to-measure factors. These should be linked to the business case.
- Break down large projects into smaller ones, leaving unknowns out of scope until they are known.
- Project management is key and should not be outsourced.
- Clarify and understand interdependencies in different departments / sections to ensure project members know where their work engages with different parts of the organisation.
- Consider a Pilot / Proof of Concept to learn how to work together and develop good team-work.

Table 1 A Contract Management Framework: Things to Consider

Underpinning essentials	Governance and Administration (senior representation) People (roles & responsibilities) Culture (establishing norms, practices and enthusiasm) End-to-end plan ('spine') to maintain sponsorship throughout the project.
Core Management	Performance (target/KPI measurement & reviews) Operational relationship (regular meetings, honest culture, escalation process) Payment (consider all varieties but audit deliverables and check invoice)
Development	Contract change and development (clear change management processes) Joint learning (how can the buyer help the supplier and vice versa) Relationship management Market management

Project / Contract structure

- Sponsorship structure: a clear description of buy-in at all levels
- A rigorous change control process to avoid scope-creep.
- A process for tracking and reporting deliverables to avoid cost escalation
- Transition management – structured and formal hand-off from (e.g. a buyer-led) Transformation stage to Operations; (or from Project to Programme Management perhaps).
- Processes for detecting and managing poor project relations and issues.

Consultancy Buyer Considerations

- How will the client and the supplier learn lessons from the project?
- How will you build flexibility into a contract when planning for unknowns?
- Do you have a process for measuring intangibles (e.g. quality)?
- How will you manage a T&M job burning through the budget too fast?
- How will your own people be developed in the project?
- Can the impact of major incidents be minimised by scenario planning?
- Can the impact of delays be minimised by temporarily removing resource from the project?

Supporting progress

Advice

1. KPIs, CSFs and targets (during the project) should be aligned with the business strategy.
2. Regular invoicing to agreed targets should be the norm.
3. Performance metrics should be jointly created with buyers, suppliers and other stakeholders.
4. 360 degree: management are more likely to report positive experiences than operational workers.
5. Important to have strong managers who can give honest feedback on both 'sides'
6. Track, audit and publish savings and progress against a transparent pre-agreed methodology
7. Build trust and respect through open, clear and honest communication

2 Example Progress review (to be undertaken with multiple stakeholders)

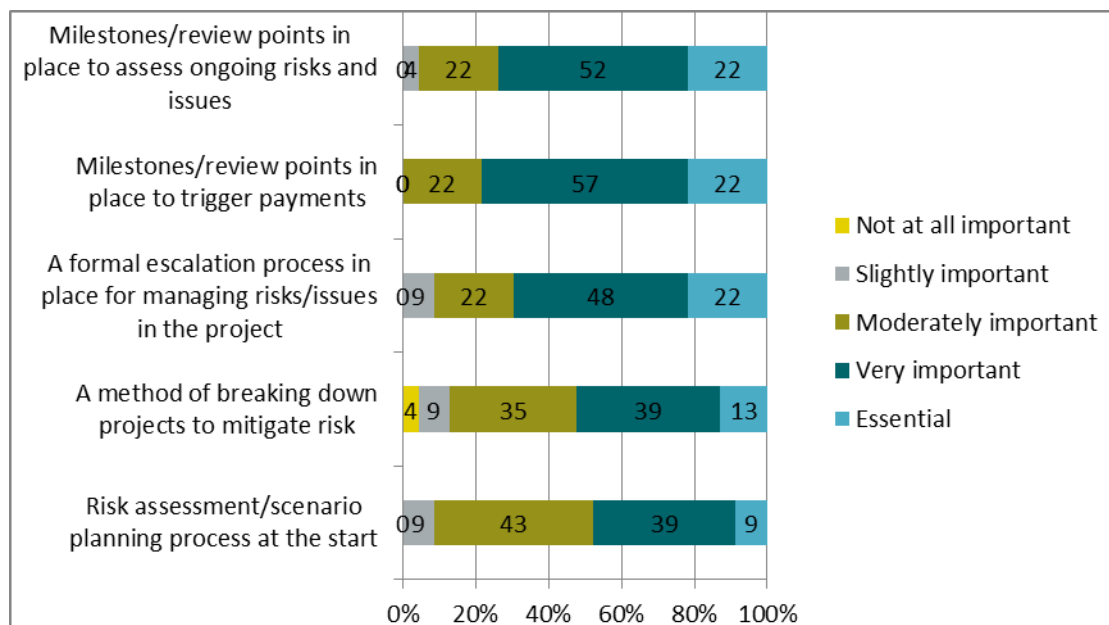
How does the provider perform in.....	Very Poorly	Under Expectations	Meets Expectations	Above Expectations	Excellent
...meeting their objectives / targets?					
...their open and positive working relations?					
...displaying technical skill and knowledge?					
...offering good levels of customer service (e.g. availability)?					
...enabling knowledge transfer to the client?					
...managing the administrative elements of the assignment?					
...providing overall value for money?					

Delivering Outcomes Survey Information

Respondents to the Delivering Outcomes questions seem to regard having milestones in place to trigger payments and assess ongoing risks as being more essential than doing risk assessment before the project starts.

Over 70% felt this was essential or very important.

Having a formal escalation process in place is also seen as very important or essential by 70% of respondents.



Evaluating Performance

Focal Points	Key Questions
All parties would benefit through being better at evaluating performance.	<ul style="list-style-type: none"> • How is performance currently measured? • Who does this?
Performance should be evaluated at all stages of the consulting engagement.	<ul style="list-style-type: none"> • When would you currently evaluate performance? • What benefits are there in evaluating performance throughout the consulting engagement? • What learning did you take from this? What was useful and beneficial?
The performance of the contracting organisation as well as the consulting partner should be evaluated.	<ul style="list-style-type: none"> • How practicable is this? • What organisational barriers exist to doing this?
There should be a standard list of questions to evaluate performance.	<ul style="list-style-type: none"> • How useful is the suggested list of questions? • Which questions are used most often?

Engaging & Scoping

Questions to ask the client	Questions to ask the supplier
<ul style="list-style-type: none"> • The consultant listened to and demonstrated an understanding of the business needs and challenges when defining the scope. • The consultant's approach to developing the scope focused on specifically meeting the business challenges rather than selling an existing product offering. • The consultant successfully addressed and offered solutions to the business needs as defined in the request. • The consultant provided valuable insights and feedback to aid in developing the scope. • The consultant's response to the initial request was on time and answered all elements of the request. • The consultant clearly identified their proposed staffing / team for project delivery. • The consultant clearly and accurately defined the resources needed from us in order to successfully execute the project. • The consultant's pricing structure was clear and transparent. • The consultant offered innovative pricing options (e.g. multiple levels of support, performance based options). • The consultant's proposal was of high quality, (considering: clarity; depth; brevity; creativity). • The consultant offered good suggestions on how they would objectively measure the outcomes of 	<ul style="list-style-type: none"> • The client clearly defined and explained their expectations and requirements for the project. • The client was open and transparent in discussing the issues / challenges to be addressed. • The client listened to and considered our suggestions in developing the final scope. • The client's procurement team was involved in scoping discussions. • The client's procurement team made a valuable contribution to the scoping phase / discussions. • We had sufficient opportunity to speak directly with the key project contacts in order to properly understand and define the final scope. • The defined scope accurately reflected the true business needs and expectations.

Questions to ask the client	Questions to ask the supplier
<p>the project..</p> <ul style="list-style-type: none"> • The consultant clearly articulated how they would manage to milestone/deliverables through the project. • Procurement made a valuable contribution to the scoping discussions. • The project team had sufficient opportunity to speak with the consultant to properly define the scope. 	

Mobilisation

Questions to ask the client	Questions to ask the supplier
<ul style="list-style-type: none"> • The consultant provided clear resource plans to enable the right skilled resources to be identified and scheduled. • The consultant provided a clear risk assessment mechanism which was effective in managing any risks. • The consultant provided resource plans that were aligned to the programme plan. • The consultant's contingency plans were effective in addressing any gaps in the resource plan. • The consultant's role descriptions enabled appropriate internal and external resource allocation. • The consultant made suitable resources available at the times requested, who had the required skill levels and experience to support the project's needs. • The training provided by the consultant to up-skill resource was effective and took place in a timely manner. • Any skills gaps identified post training were addressed without impact to time-lines. 	<ul style="list-style-type: none"> • The client rationalised key requirements into defined roles. • The client made suitable resources available at the times requested, who had the skill levels and experience to support the project's needs. • The client's contractual provisions regarding our obligation to ensure continuity of key personnel throughout the project were clear. • The client ensured the logistics were in place for us to work effectively on site (e.g. security passes, safety briefing, access to office space and technology) • The client's internal team had access to the right IT equipment to support internal and external resources effectively.

Deliverable

Questions to ask the client	Questions to ask the supplier
<ul style="list-style-type: none"> • The consultant tracked and reported performance appropriately and timely. • The consultant identified and advised of any risks early . • The consultant appropriately mitigated risks. • The consultant responded appropriately to changing circumstances / scope. • The consultant tracked and managed costs appropriately, including expenses. • The consultant ensured that all internal resources were efficiently and effectively utilised. • The consultant sought and responded to feedback provided. • The consultant engaged appropriately with all stakeholders. • The consultant behaved at all times with integrity and professionalism . • The consultant maintained the quantity and quality of resources throughout and in line with the agreed plan. • The consultant understood and adapted to the business situation in which they were operating. • The consultant produced work product / deliverables of high quality and in the agreed format. • The consultant fully delivered all agreed results on time. 	<ul style="list-style-type: none"> • The client provided active sponsorship for the engagement. • The client maintained the same level of interest in the engagement throughout the delivery phase. • The client paid on time and in line with the agreed payment terms. • The client mitigated risks where they were identified. • The client provided an appropriate escalation route. • The client provided the agreed quantities of appropriately skilled resources. • The client completed actions within the agreed timescales. • The client maintained an appropriate focus and did not get distracted by other priorities. • The client acted on the advice provided. • The client contributed appropriately to the governance of the engagement. • The client responded to any identified issues / obstacles in a timely fashion to support project timing. • The client stayed within the defined and agreed scope of the project. • .

Close Down

Questions to ask the client	Questions to ask the supplier
<ul style="list-style-type: none"> • The consultant documented the project approach and outcomes and has provided an appropriate handover. • The consultant documented the actions required to be taken by the client after the end of the project. • The consultant has identified and documented any additional areas of activity that was identified during the project but which did not fall under the scope. • The consultant has provided an assessment of benefits in line with the agreed business case. • The consultant has delivered all that was agreed upon within the project scope. • The consultant met their obligation on providing key personnel for the duration of the project. • The consultant has returned any resources and confidential information provided to them during the project. • The consultant complied with all of the client's policies stipulated in the contract e.g. information security etc.. • The consultant has been effective in transferring knowledge/skills to the internal resources. 	<ul style="list-style-type: none"> • The client has conducted an appropriate review of the project outcomes and supplier performance in line with the project brief / contract. • The client has fairly reviewed supplier performance in line with any performance reward mechanism. • The client has provided appropriate resources to enable an appropriate handover to take place. • The client has conducted a review of lessons learned and has incorporated these within the standard ways of working across the client organisation. • The client has paid all outstanding fees in a timely manner.

Legacy

Questions to ask the client	Questions to ask the supplier
<ul style="list-style-type: none"> • The benefits were delivered in line with the schedule forecasted during the close down phase and have been sustained. • The solution / concept design was sufficiently robust to survive the evolving needs of the business. • The consultant maintained an interest in the outcome of the project past the point where their time was being paid for. • The organisation has been able to sustain and build upon the momentum established during the period that the consulting partner provided support. • The organisations performance has continued to improve after the end of the project. • The organisation has been able to implement the advice provided by the consultant. • There were no unintended consequences arising from the project. 	<ul style="list-style-type: none"> • The client has provided references / case studies (where agreed). • The client gave us access to go back into the organisation and review the long-term impact of the project.

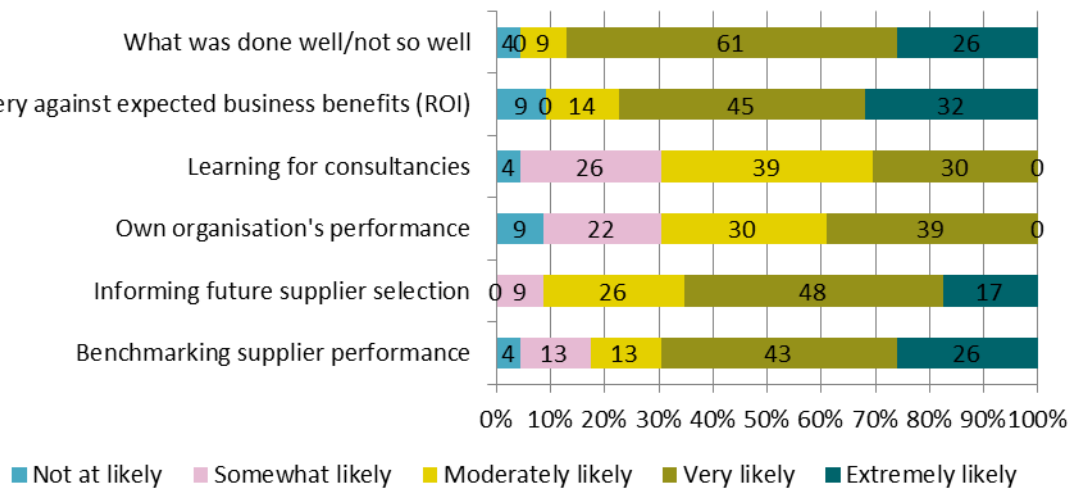
Evaluating Performance Survey Information

The results from the survey suggest that most respondents see the purpose of evaluation as identifying what was done well or not so well, and determining the return on investment (ROI) in terms of delivery against the expected business benefits.

A smaller percentage see evaluation as a process for evaluating suppliers, both in terms of benchmarking their performance and informing future supplier selection.

An even smaller percentage see it as a way of providing learning for both consultancy and purchasing organisation in terms of ensuring better deliverables and better project management in the future.

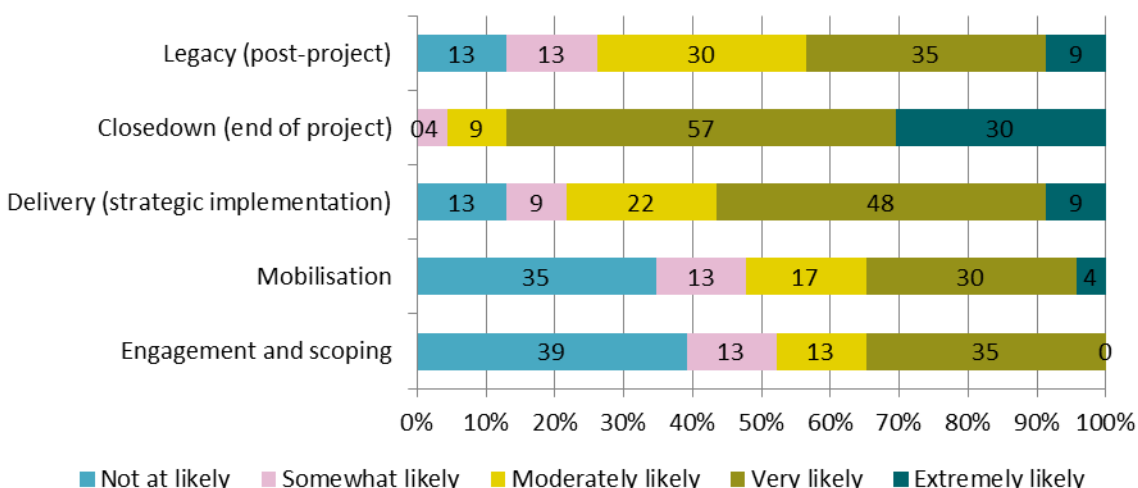
Purposes of evaluation



In terms of when evaluation is likely to happen most respondents see it as a close down activity at the end of the project (87% are extremely or very likely to evaluate at this stage). A smaller percentage (57%) are extremely or very likely to evaluate during the actual delivery or strategic implementation. Just under half are extremely or very likely to evaluate the legacy post-project to assess long-term benefits.

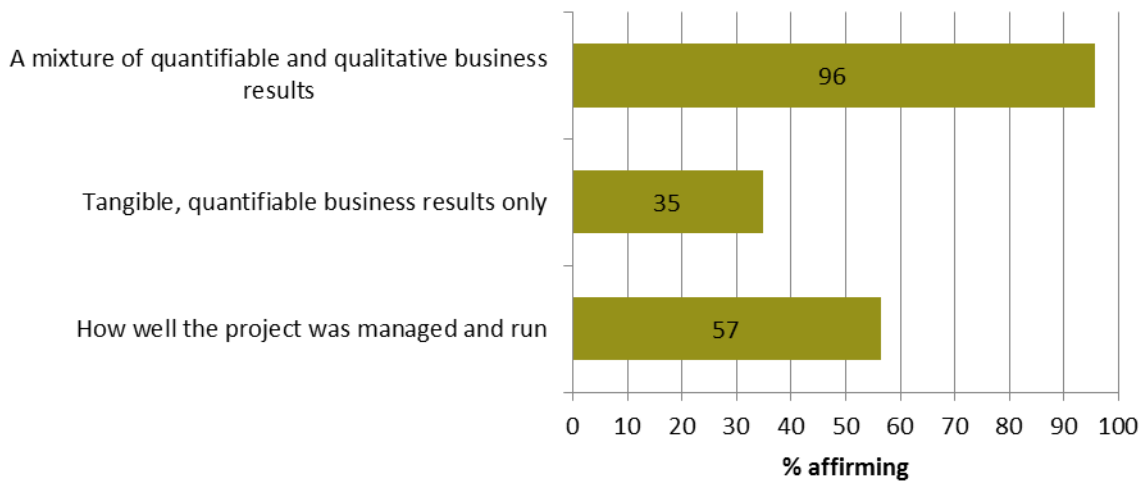
Finally the group were divided on whether or not they would evaluate the engagement and scoping and mobilisation phases. In both cases more respondents said they were not at all likely to evaluate this stage than said they would be extremely or very likely to do so.

When to evaluate



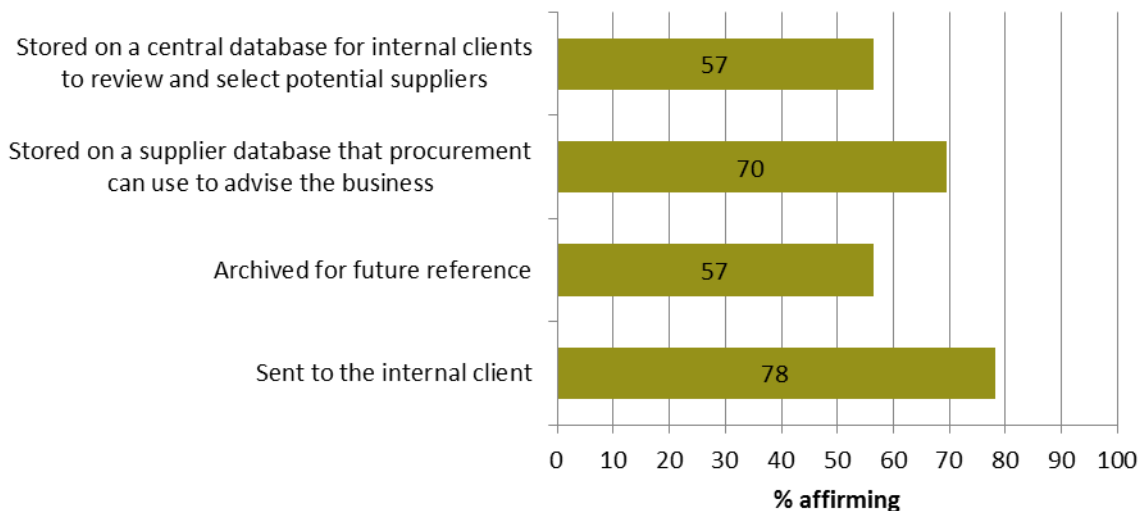
In terms of what to evaluate almost every respondent (96%) said they would want to evaluate a mixture of qualitative and quantifiable results. This suggests that evaluation is not just about measuring ROI. Over half said that they would also be interested in evaluating how the project was managed and run.

What to evaluate

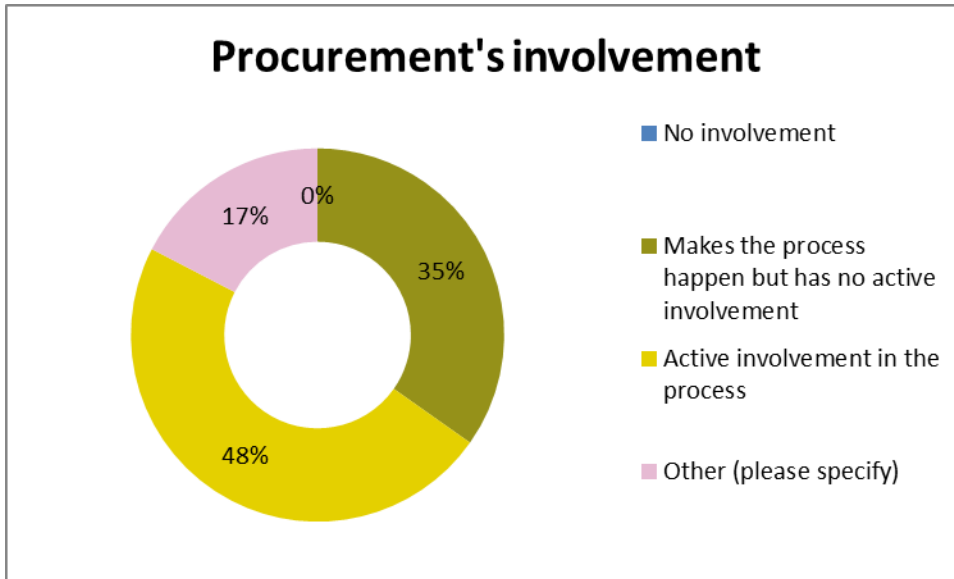


In terms of what they would do with the data the majority verdict seems to be that it would be sent to the internal client and stored on a database for procurement use in selecting future suppliers. It is less likely to be stored on a central database for the end clients to access and use.

How to use the data



In terms of Procurement's involvement the group are divided between making the process happen and having a more active involvement.



Listed below are respondents' ideas on what Procurement's involvement would look like.

- A mixture of the above.
- Active involvement by designing, running and reporting on the process
- Again, it depends on the scale of the project. For smaller projects, it may be a case of just reminding the business that they need to do it, for larger ones, it could be anything from sitting with the business to help them set up the evaluation, through to actively running it and working through the results with the supplier (particularly if the supplier is strategic across different areas)
- Solicits, collects and quantifies all the data for future reference. Maintains data over time.
- This would vary dependent on the nature of the requirement