

Vendor Management: Managing the Outsourced Organization

Course Length: 2 Days

14 PDUs / 1.4 CEUs

Workshop Overview

In today's organizational environment, critical resources and strategic projects are often provided from outside the organization. In fact, the best organizations are discovering that the four walls of the organization create an impediment to innovation and client service. They are reaching outside the organization to develop strategic partnerships with the best providers and thinkers and developing creative relationships to harness the value they offer.

Managing those partners, who can include vendors of services and products and true alliance partners, who bring their own ideas and products to the table, can be a challenge especially when those vendors and partners are responsible for the delivery of complex and strategic products and services. Without effective management of those vendors and partners, the organization can be held hostage; the vendors and partners may not understand the organization's needs, resources may be wasted, conflict may arise, risk may spiral out of control, legal complications may arise, projects may fail by not meeting scope, time, or cost expectations, and the opportunity to create mutual benefit will be wasted.

Managing vendors and alliance partners, who provide complex products and services and who bring their own business capability and value to the organization, requires specialized skills, skills that may not be addressed in standard management education programs and that may not emerge from the typical acquisition of management experience.

This workshop is designed to provide managers with an understanding of new business options and strategies that can build business value and tools and best practices for managing those important relationships.

Audience:

- Business Analysts
- Program and unit managers
- Contract and Vendor Administrators
- Project Team Members
- Team Leaders/ Supervisors
- Project Managers

Objectives:

- Introduce managers to the specialized skill set that is required for managing vendors and partners engaged in the provision of complex products and services that are critical to organizational success. That skill set includes:
 - Effective procurement and vendor selection
 - Identification of opportunities for mutual benefit
 - Understanding and interpreting contract language and terms
 - Negotiating with the vendor and partner
 - Converting business needs to contract terms
 - Managing conflict
 - Identifying and managing vendor and partner risk
 - Managing changes to the agreement
 - Ensuring that the vendor or partner understands and meets performance and quality requirements

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- Managing costs and schedules
 - Creating an effective relationship with the vendor or partner
 - Building a vendor and partner management plan
- Create an understanding of open business models and open innovation
 - Allow participants to build those skills through application in a workshop setting
 - Enhance the ability of organizations to manage vendors and partners and increase the potential for successful outcomes

Agenda:

Day #1

- 1) Introduction to the new business models
 - a. Open innovation
 - b. Partnering
 - c. Alliance management
 - d. Identification of participant goals for the workshop
- 2) Introduction to Vendor and Alliance Partner Challenges
 - a. Information asymmetry
 - b. Contract challenges
 - c. Purchaser and vendor motivations
 - d. Cultural issues
 - e. Identification of challenges
- 3) Contract Basics and the Development of Frameworks for Relationships
 - a. The elements of contracts
 - b. Enforceability
 - c. Terms
 - d. Contract interpretation
- 4) The Creation of Partner Relationships and Project Management
 - a. The procurement cycle
 - b. The partnering cycle
 - c. Contract planning
 - d. Procurement tools and techniques
 - e. Screening and evaluation criteria
 - f. Analysis of the partner business case
- 5) Vendor and Partner Negotiations
 - a. Contract type versus contract risk
 - b. Incentive systems
 - c. Negotiating strategies
 - d. Ensuring the contract meets the business need
 - e. Exercise in contract selection
- 6) Contracting and Partnering Risk Management
 - a. Risk identification
 - b. Risk response planning

Day #2

- 7) Context versus Content Management for Vendor and Partner Management
 - a. Knowledge domains for project management

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- b. Focus on relationship management
 - c. “How” versus “what” in decision making
 - d. Decision making as a learning exercise
 - e. Tolerance for ambiguity
 - f. Management through accountability for outcomes
- 8) Ensuring That the Vendor or Partner Meets Performance and Quality Standards
- a. Service-level agreements
 - b. Performance management
 - c. Benchmarking performance
 - d. Exercise in establishing a vendor performance management system
- 9) Managing Vendor and Partner Conflicts
- a. The objectives of conflict management
 - b. Successful and unsuccessful conflict management strategies
 - c. Understanding interests and strategies
- 10) Creating Effective Relationships with Vendors and Partners
- a. Ethical constraints and concerns
 - b. The role of the contract liaison
 - c. Best practices in creating working relationships
- 11) Workshop Wrap-up