

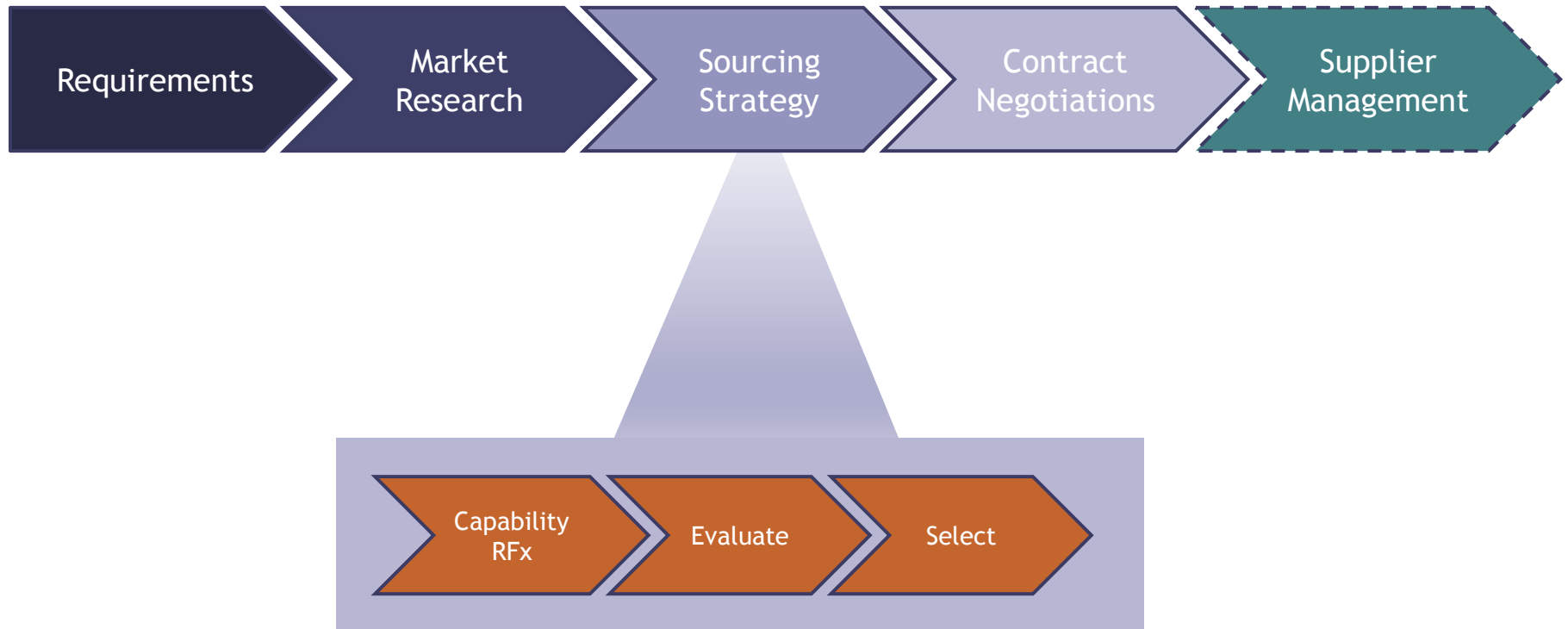
# Collaborative Relationships

Getting it right from the tender  
process



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# A Typical Tender Process



# Times are changing

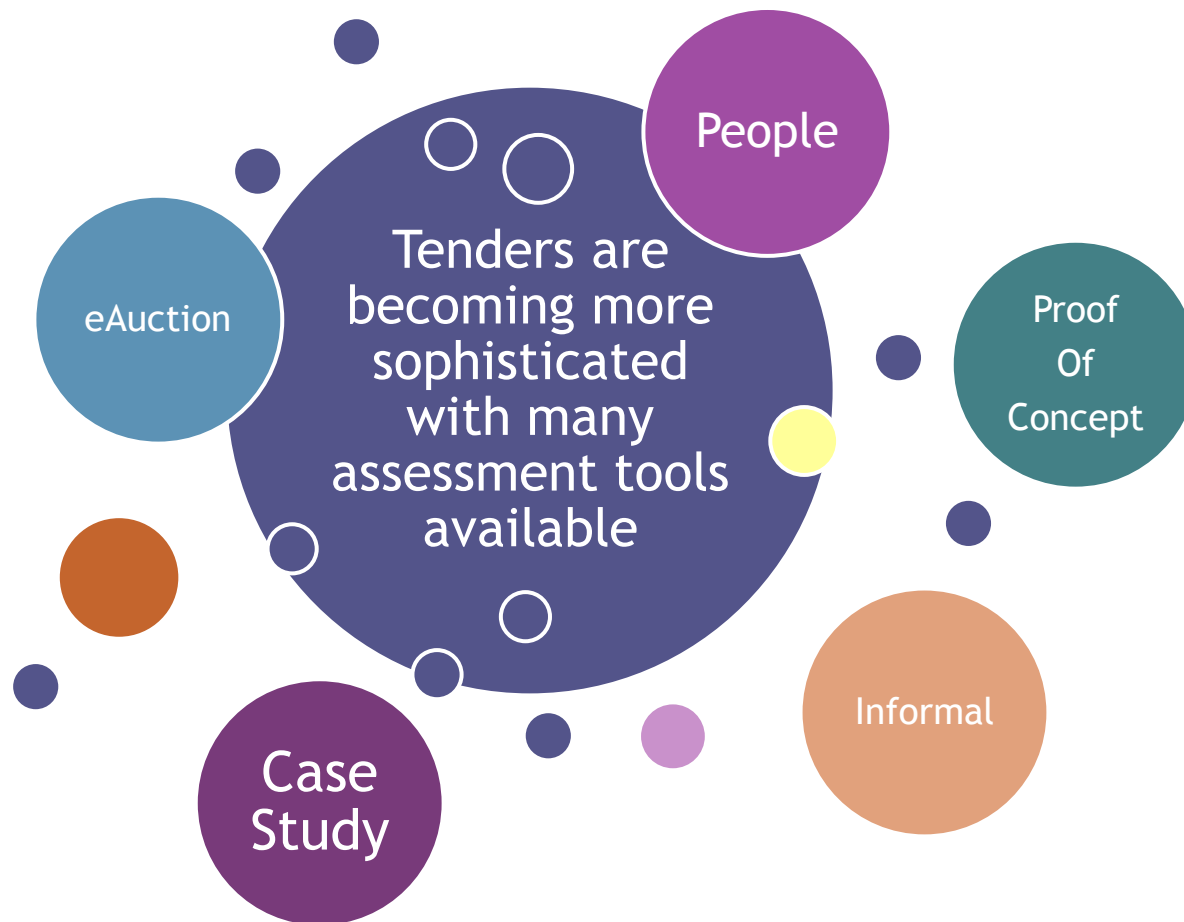
- **Increased market complexity** is leading to more innovative relationships between buyers & suppliers
- **Competitive advantage** can be impacted by the types, structure and sustainability of relationships with third parties

# A Better Approach



# Tender Design

Investment in good tender design will allow efficient use of time and resources and will result in a better outcome



# Tender Design



Quality Definition



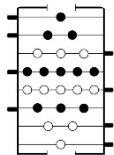
Tender Team



Evaluation Criteria



Evaluation Activities



Assessment Approach

# Relationship Assessment

- Relationship assessment is about evaluating ability to collaborate
- Assessment should be considered as part of the tender design if there is:
  - **Ambiguity** of requirements
  - Dynamic requirements subject to **unplanned change**
  - High risk / strategic **reliance**
  - **Reputational** impact

# Quality of Collaboration

## BROAD

- Culture, Values, Process, 3<sup>rd</sup> Party Ecosystem

## SPECIFIC

- Subservient, Challenger, Leader

## APPROACH

- Innovative, Tried & Tested, Customer Led, Agnostic

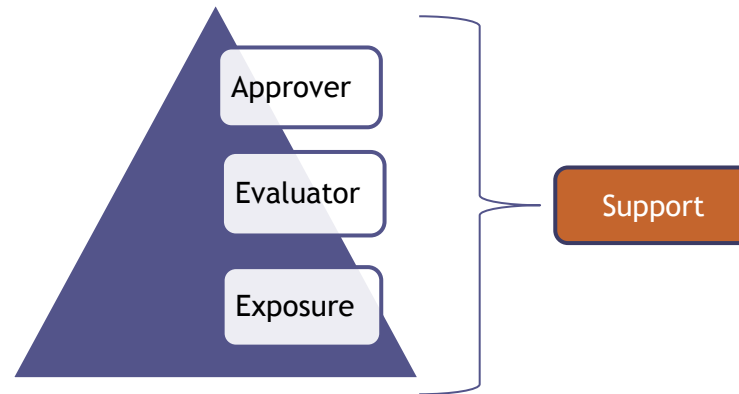




# Tender Team

- Buyer:

- Representation from a variety of levels and functions
- Clarity on roles, responsibilities, behaviours



- Supplier:

- Proposed team that will be accountable for delivery
- Robust short-list that can meet the basic requirements



# Evaluation & Assessment

Evaluation  
Criteria

Evaluation  
Activities

Assessment

- Be clear on what the suppliers will be assessed against, and importance of each criterion
- Ensure the Tender Team understands and agrees the criteria and assessment process
- All activities must directly contribute to the overall evaluation criteria



# Evaluation & Assessment

Evaluation  
Criteria

Evaluation  
Activities

Assessment

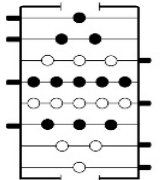
- Variety of activities that test capability and behaviour
- Multiple face-to-face interactions involving the delivery teams
- Regular feedback and consider opportunity for remediation
- Early exposure to approvers



# Evaluation & Assessment



- Consistently apply standardised scoring that is appropriate for each activity
- Qualitative and quantitative
- Assess the “soft things”
- Consensus group evaluation immediately after the activity
- Trends, thematic observations, consistency



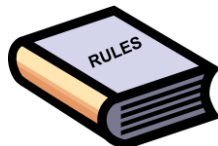
# Sourcing Lead

- Facilitate the process and ensure **discipline** is maintained
- Support **efficient and transparent** communication
- Help the suppliers put their **best solution forward**
- Establish a **collaborative foundation**



# Contract

- Legal assessment is a good measure of corporate alignment
- Consider how the terms and conditions will support a collaborative relationship during the term:
  - Commercial structure
  - Service levels and performance management
  - Governance model
  - Change management process
- Ensure those taking on a key role in the relationship contribute to, and understand the contract



# Conclusion

## DESIGN

- Invest time in designing a high performing tender

## RELATIONSHIP

- Assess the relationship when appropriate

## SUPPORT

- Help the suppliers put their best solution forward

## FOUNDATION

- Use the tender to establish a strong, collaborative foundation

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