STRATEGIC SUPPLIERS

Contract Extensions Break Clauses Additional Projects







Drive maximum value and assure fitness for purpose

- ✓ Martin McCloskey, Specialist Senior Commercial Advisor
- ✓ Stephen James, Operations Manager
- ✓ Allan Watton, CEO



New Relationships

You're procuring or contracting and you need it to work really well.



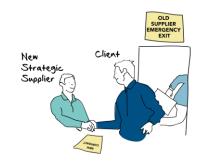
Existing Relationships

You're in a partnership that could be **working better.**



Broken Relationships

It's gone wrong. You need help to exit a relationship early and *safely transition to another*.



LESSONS LEARNED FROM THIS EXPERIENCE INFORMS 'WHAT GOOD LOOKS LIKE'

STRATEGIC PARTNERSHIP REVIEWS

DAY TO DAY

MANAGEMENT OF

STRATEGIC PARTNERSHIPS

EXPERT WITNESS COURT EXPERIENCE OF FAILED RELATIONSHIPS

EXPERIENCE OF 500+ STRATEGIC PARTNERSHIPS



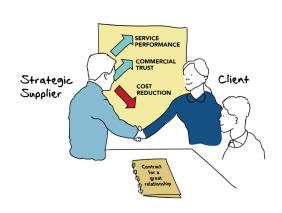
Contract Extensions and Additional Projects; drive maximum value / fitness for purpose

Should you extend your contract or execute the break clause? How can you assure value for money? 1-OUTCOMES 3-STAKEHOLDERS 5-DILIGENCE **6-SOFT MARKET** 7-COMMERCIAL TRUST NEGOTIATION **OUTPUTS TFST** Use end-to-end outcomes and discuss Internally Do you extend VFM based on market testing workshop "The the contract, Test outcomes End-to-end Future State" of split it up or and 'Art of the outcomes gap the services / cancel? Possible' with analysis solutions you different need suppliers for 8-CONTRACT FOR 9-OPTIMISATION VFM. Normally **ADVICE** done before Monitor against contract outcomes extended Incorporate both **4-SUPPLIER'S DUE DILIGENCE** 2-REQUIREMENTS reference terms for supplier's Align Extensive scoping exercise for supplier due diligence to agreed terms of reference requirements and its output to outcomes into extension 5-7 8-12 13-15 16-20 20-24 24-



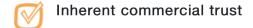
The 10 characteristics of an optimised strategic supplier relationship

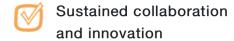
To drive maximum value



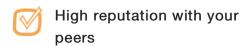


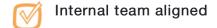


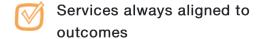


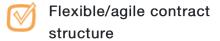


Reduced service cost







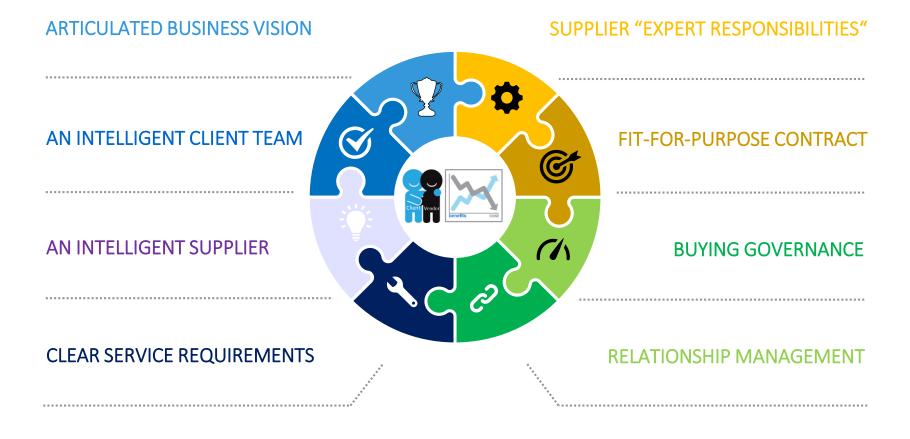


Evidenced based results



The Eight Key Components Found in Every Fit for Purpose Strategic Supplier Relationship

The OPTIMISE Process





Diagnosing crises in enough time – honest conversations with your strategic suppliers

MARKET OF VALUE / STOCK OF IDEAS	9 Market still of value? New business ideas?	<u>-</u>
INNOVATIONS	New or innovative products or services?	isk leve
CUSTOMERS	7 Winning enough new customers?	Œ
OPERATIONAL RESULTS	6 How strong are their on-going operational results?	7
REVENUE 5	What do you know about their contracted revenue stream?	isk leve
COSTS 4	Can they evidence their costs are under control?	~
LIQUIDITY 3	Do they have sufficient liquidity?	æ
CREDITWORTHINESS 2	Will their bank still offer them credit?	Risk Level <mark>(Crisis)</mark>
	an they avoid bankruptcy if you and other clients support them?	Risł (



Re-Building Commercial Trust – five key steps to lead by example

STEP 1: CHOOSE TO BELIEVE YOUR SUPPLIER HAS BEST INTENTIONS

STEP 2: START WTH YOUR OWN BEHAVIOURS

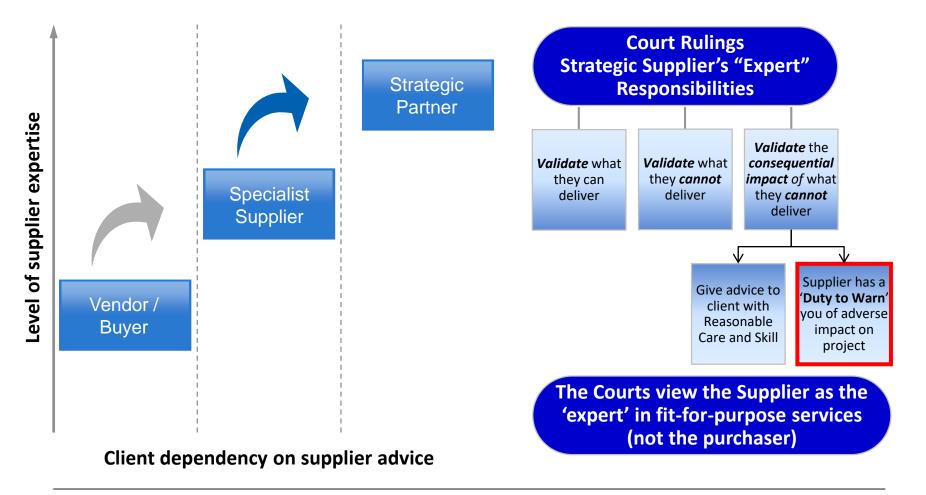
STEP 3: DECLARE YOUR INTENT AND ASSUME THEY WILL FOLLOW

STEP 4 : SUPPLIER WILL (EVENTUALLY) START TO FOLLOW

STEP 5: VIRTUOUS CIRCLE OF TRUST PERMEATES TO OTHERS



Strategic Supplier's "Expert Responsibilities" can be implied in law





Strategic Supplier's "Expert Responsibilities" can be implied in law



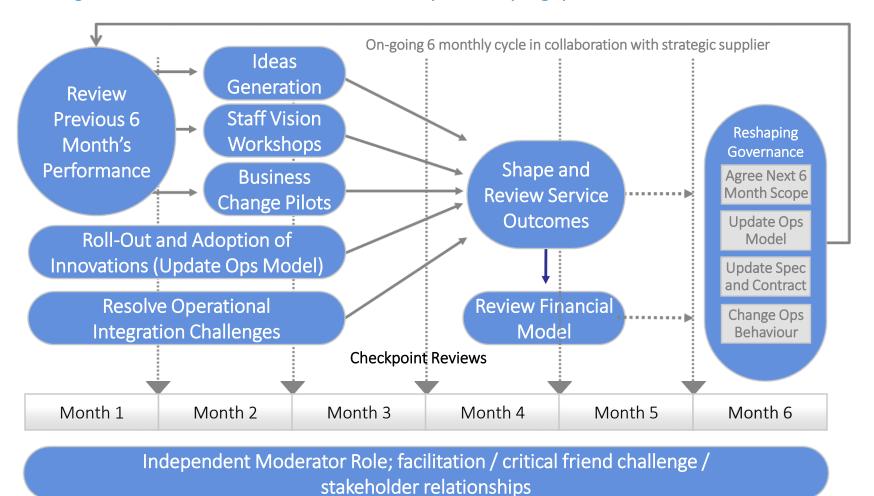
Free paper

The strategic supplier's "Duty to Warn"; how to assure fitness for purpose.

Enter '<u>VR</u>' into the questions box for your copy



Driving Collaborative Innovation – 6 monthly 're-shaping' process





The Key Strategy Process to Achieve Fit for Purpose Strategic Supplier Contract Structures

WHAT IS THE FUTURE STATE?

"Imagine the extension is already implemented. What outcomes are we achieving we couldn't achieve before?"

TARGET OBJECTIVES

"What specific objectives are we achieving to enable the above outcomes, that we could not achieve before?"

BEHAVIOURS REQUIRED

"What behaviours do we encourage between the supplier and ourselves that help us both achieve our objectives?"

SMART KPIS

"What measurements tell us that we are getting the right behaviours?"

RESHAPING PROCESS

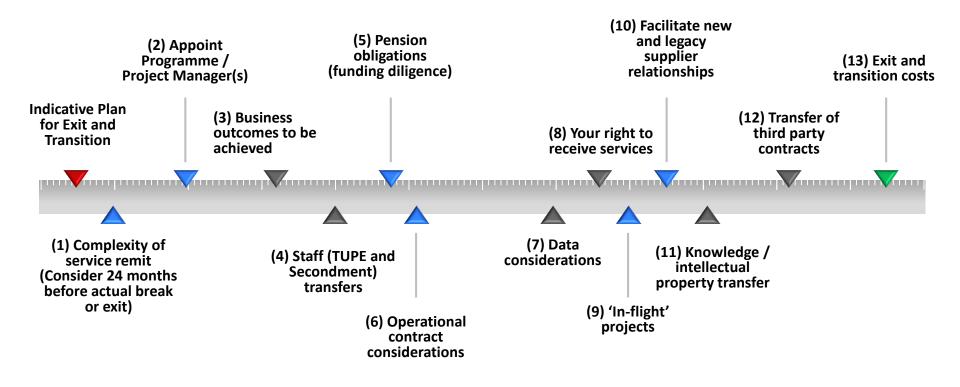
"What are we learning every 6 months, so that we keep the services, changing objectives and contracts aligned?"

FIT FOR PURPOSE STRATEGIC SUPPLIER CONTRACT

All of the outputs from the above steps are translated into contract terms that drive outcome based behaviours

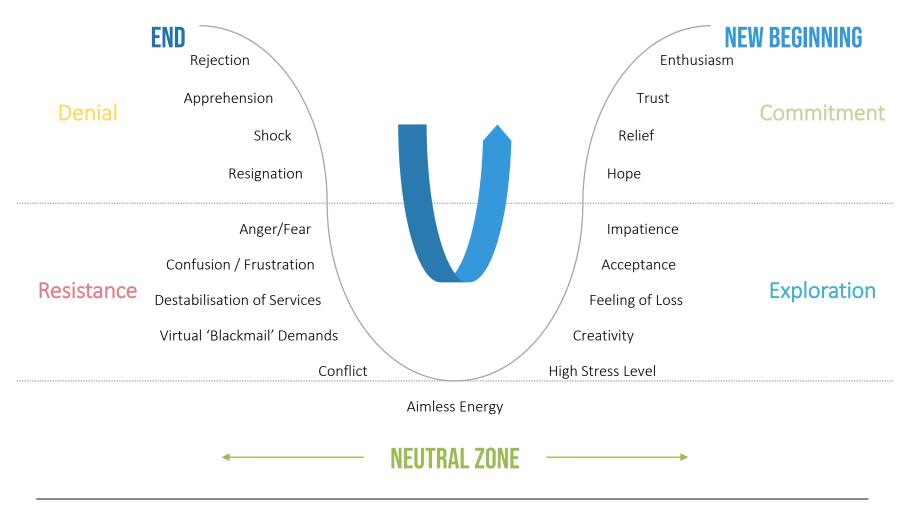


Not extending? Going to break? 13 Key Exit and Transition Considerations



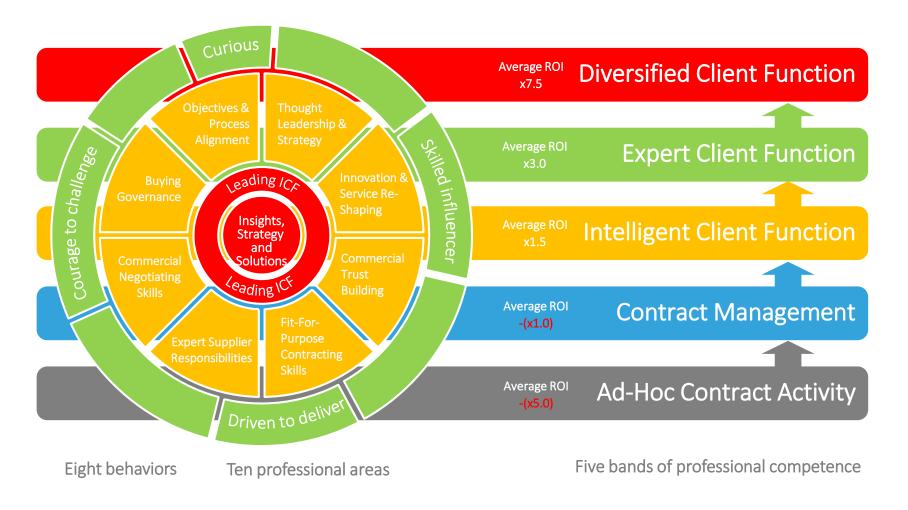


Not extending? Going to break? The behavior to watch for from your strategic partners





Intelligent Client Function – What 'Good' Looks Like



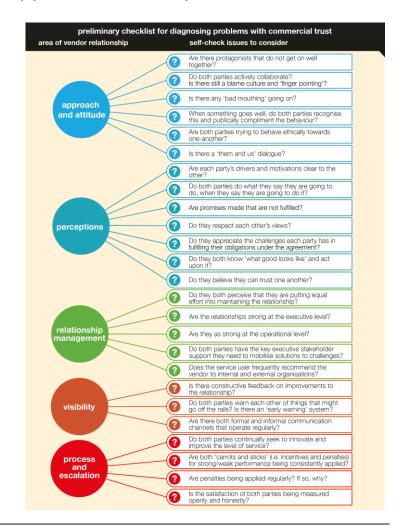


Assess the Commercial Trust in your Strategic Supplier Relationship



Building Commercial Trust for open and honest conversations (pages 18-29)

Enter <u>'IOR'</u> into questions box for a free copy





How to get started

Would you like an informal and confidential chat about whether you extend your contract or exercise your break clause?

You'll finish the call knowing specifically what to look for and the key principles of what actions to take.

We'll cover:

- 1. Contract: What principles are likely to work for you and against you?
- 2. Outcomes and Requirements: Are some aspects clearer than others to avoid misunderstandings?
- **3. Timing**: Is there a better time window to consider leverage?
- **4. Relationship**: Is the trust in the relationship likely to provide good value for you?
- 5. Driving maximum value: Whether your internal client team is driving the best value for you?

Just type 'IC' into the questions box and we'll arrange an informal chat at a time that works for you.



ANY QUESTIONS?

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