



**PERFORMANCE**  
*Consulting*

***Inspiring solutions  
across enterprise boundaries***



***Our consulting services***

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## About Performance Consulting

At Performance Consulting we are passionate about helping organisations achieve commercial success through their relationships with customers and suppliers.

We challenge conventional mindsets and comfort zone, helping individuals and teams redefine issues and develop the skills, confidence and energy to transform their organisation's future.

Through consulting, coaching, mentoring, clinics, training and skills development interactions, we have helped major organisations in the public, private and not-for-profit sector refocus their thinking and reinvent their approach to their commercial relationships.

Formed in 1995, Performance Consulting draws on the expertise, experience, personality, energy and visionary thinking of highly experienced professionals who delight in helping their clients' transform their future.

**The one that broke the mould...small but beautifully formed**



## Our interventions

All our interventions share common attributes: they are pragmatic approaches designed and delivered by highly experienced professionals to help you achieve a step change in your commercial relationships.

**Clinics:** Our solution focused approach to resolving specific issues with small teams

**Consulting:** Creating a step change in commercial performance through strategic and tactical support

**Diagnostics:** Our easy to use, practical diagnostic software tools help companies assess organisational competences in a time and cost efficient manner.

**Procure-it:** Support to and/or delivery of procurement initiatives either as part of a cost reduction exercise for an existing contract or when letting new contracts.

**Technical Mentoring:** Talent stretching by supporting individuals with one-to-one coaching sessions in identified skills and behaviours.

**Training & Development:** Workshops to develop the required commercial skills, knowledge and behaviour.





## Our Consulting Services

Commercial and supplier management is at the heart of what we do. For over ten years we have been helping our clients achieve a step change in their commercial performance through our strategic and tactical support

Working across all levels of both client and vendor organisation we support management teams, purchasers, budget holders, supplier managers and account managers with buying, selling and commercial relationship management.

Our interventions cover all stages of procurement from procurement strategy through to cost reduction programmes and specific procurement initiatives.

Our strategic sourcing methodology adopts a category management approach to the analysis of the business need and the development of the most appropriate procurement mechanism and route to the procurement of the requirement.

This breaks down into three distinct phases:

**Research:** where we understand the requirements of the enterprise and develop our purchase price and cost models of the production or services processes involved

**Evaluate:** where we review the current purchaser and supplier approaches and identify the scope to make changes that would offer benefit.

**Deploy:** This is the stage where change management is important and where we need to negotiate internally and externally to develop the implementation plan and driver through the necessary changes to deliver the benefits identified.

Our associates are highly experienced operational and commercial managers who have worked across a wide range of sectors. Below are examples of some of the assignments we have undertaken to support our clients.



## Consulting: Procurement

Our procurement consulting services have helped organisations achieve great success with their purchasing activities. Our consulting services have included providing expertise on European Union procurement regulations, specifying contract strategy; contract negotiation strategy; cost reduction programmes and value engineering.

### Contract negotiation

Whether its working with a group of individuals to create a shared understanding of their role as a negotiation team, working with a negotiation team to develop, plan and rehearse a negotiation strategy, providing negotiation resource or as a member of negotiation steering groups, we have considerable experience in working with organisations – both buyers and vendors - in real time contract negotiations.

Our interventions have varied from supporting negotiation from their outset to helping to break stalemates or impasses in ongoing negotiations.

### Cost reduction

Outsourcing and downsizing, the twin business strategies resulting from the creed of competitive advantage, have resulted in a major increase in the reliance organisations place on suppliers. With lean, fat free businesses, supplier management is one of the last, as yet untouched, areas for improving corporate economic performance. We have worked with a number of blue chip organisations in various sectors ranging from pharmaceuticals to telecomms to achieve significant cost reductions.

### Expenditure categorisation

The start point for the development of a purchasing strategy, or cost reduction programme, is knowing the types of goods and services a company purchases and the relative importance of these to your organisation. But it's not as easy as it sounds. Surprisingly, companies rarely know the answers to these critical questions, nor have the experience or the time to undertake this all-important exercise. We have considerable skills and experience in undertaking this audit for companies.

### Vendor resources strategy consulting

In a business with a high element of outsourced services, capabilities and offerings, how these services are organised affects the delivery of products and services to customers. It is too important to be left to chance.

A vendor-resource strategy will help you identify the key drivers of performance in your supplier community and ensure that their products and services are aligned with your corporate goals and objectives. In the absence of a strategy, it is all too easy for suppliers to focus on their goals to the detriment of your customers. We can help you develop and implement strategies to ensure maximum supplier performance.



## **Purchasing performance assessment and development**

Identifying the key purchasing and supplier management resources within the business, and developing and supporting the identification and deployment of best practice buying behaviour throughout the organisation are key elements of a successful purchasing strategy.

Based on 20 years of management consulting experience and academic research, Performance Consulting has created *The Purchasing Profile*, a self-diagnostic tool, which breaks the purchasing process into 20 elements. The key competencies and skills required for each process are identified and described.

Using the tool, we can help companies profile the strengths and weaknesses of its purchasing community (i.e. all budget holders) focusing on the actual practices of purchasers involved in the purchasing process. The results can be interpreted in many useful ways to identify examples of best practice and where improvements are needed.

This is an excellent way of profiling buying behaviours within your organisation quickly and with out disruption. Please ask for our separate purchasing profile brochure for further details.

## **Risk assessment and management**

Risk is an unavoidable aspect of organisational behaviour and, as organisations move to buying more good goods and services from external suppliers, their risk profiles change. Organisations become more exposed to some risks, new ones arise and others are transferred to the supplier. The problem is to know what risks exist, who is best equipped to deal with them and to take appropriate action to minimise the risk. We use a portfolio of tools (including our proprietary risk assessment software tool PRIEM) to help organisations analyse their risk profile and to develop strategies to manage their exposure to risk.

## **Specification preparation**

Any relationship between a supplier and a purchaser requires some form of specification. This can be a statement of requirements, a service level agreement, detailed drawings or a briefing. The aim of all of these is to make the requirements of the buyer or budget holder clear to the supplier in such a way that both parties can agree on what is to be done, by whom and how they will know that the task has been completed as requested by the client and proposed by the supplier.

We help organisations prepare specifications to ensure maximum clarity for both themselves and vendors, and help clients select an appropriate approach to running and managing the process successfully.



## Supplier selection

Recent case law has seen the UK courts more ready to intervene where a supplier believes it has been treated unfairly in a contract award process. Developing tender evaluation processes that are transparent, fair and equitable are critical in defending the purchasing organisation from actions arising from an unfair process.

We work with organisations to develop key performance indicators and measurement techniques to differentiate between the different capabilities and offers made by suppliers and to highlight those suppliers best able to achieve the end result.

## Supplier Management

Signing the contract is only the start of the supplier relationship. Too many organisations have found to their cost that outsourcing can be a difficult and expensive move. Supplier relationships need to be managed to ensure maximum value is derived.

We help organisations identify the competences required to manage suppliers effectively and devise strategies for ensuring they are managing performance, not failure. We work with several clients involved in long-term partnerships to drive up the performance of their suppliers over the life of the contract.

## Tenders, pitches and expressions of interest

Having defined what products or services you need to buy, there are some critical stages involved in market researching possible suppliers who could meet your requirements and the best process for inviting them to submit a proposal. Buyers and budget holders need to develop a strategy and process for conducting and managing the bid process from supplier selection through to recruitment effectively and efficiently.

For their part, vendors need to develop a strategy that allows them to target potential purchasers, and present their capabilities in a manner that matches the buyer's requirements, thereby maximising their chance of successfully securing new business. We are experienced in working with both buyers and vendors in all stages of the bid process. We work with organisations seeking improved performance from their buying, and with vendors in their sales activities, both in their existing markets and in new markets where they have little or no experience with the necessary supplier base.



## Consulting: Sales focused

Faced with stiff competition from low cost manufacturing countries and increases in material costs, sales teams are having to rethink their approach to selling and re-engage with their customers on a different level.

We help sales teams transform their approach to selling by rethinking how best to structure themselves to meet new challenges; channel their activities both internally and externally to ensure maximum impact, and rise to new challenges presented by a constantly changing market.

By working with them to develop a clear vision of where they want to be backed by action plans for achieving their goals, our Driving Profitable Partnerships methodology helps sales teams reinvent their future.

### Account Management

Customer management puts the customer at the centre of everything we do with the goal of developing more loyal and more profitable customer relationships. It focuses on three processes - managing relationships, creating opportunities and orchestrating teams – to deliver a differentiated and consistent customer experience.

The key to making the customer centred approach a reality is the way that the account managers work with other internal departments, customer and suppliers. They need to take the lead in understanding the customers' needs, exceeding their service expectations, proactively developing new opportunities and assuring the customer of their commitment to them.

Using our structured account management methodology, we work with account managers and teams, who are both internal and externally focused, to support them in delivering maximum value from their accounts.

### Account Strategy

Using our high effective and successful Driving Profitable Partnerships methodology we work with sales teams through a series of staged interventions to develop and rehearse a customer specific approach.

We start with establishing the mindset required for approaching a customer differently and developing an outline of the vision for the customer relationship and the preparatory work required. From here we work with the team to prepare a customer specific business case that establishes the clear benefits of being part of a Profitable Partnership and gets their commitment to joint working to improve the profitability for all parties.

Finally, we establish the resources required by the team to deliver the strategy and a timed action plan for achieving it.



## **Bid preparation & support**

Bidding for tenders and contracts can be a lengthy and costly process which all too often results in failure to secure new business, or secures the business on terms which are not favourable for the bidder. With constant pressure to reduce operating costs, organisations need to ensure their sales development efforts generate returns.

Using our extensive experience in running major procurement initiatives and evaluating bids, we work with sales team to help them maximise their chances of success by gaining a better understanding of the bid process from the buyer's perspective. We work with sales and bid teams on preparing for and using each stage of the bid process effectively.

On a macro level, we help organisations review and rethink their bid processes to ensure that rather than simply going through the motions, they are well placed to make commercial decisions about when they should and should not respond to an invitation to tender and on what terms.



## Consulting: Client-focused

Our client services consulting is focused on those individuals responsible for managing customers and suppliers within the parameters negotiated and agreed to by other parties. In the contract. Often these individuals have found that their job has shifted from doing the job, to managing a contractor to do the job she or he used to do – and often without the skills or experience to do so.

Our consulting interventions help individuals develop the mindset, processes, skills, knowledge and behaviours to achieve the level of supplier performance they want.

### Supplier management strategy

Signing the contract is only the start of the supplier relationship. Too many organisations have found to their cost that outsourcing can be a difficult and expensive move. Supplier relationships need to be managed to ensure maximum value is derived.

We help organisations identify the competences required to manage suppliers effectively and devise strategies for ensuring they are managing performance, not failure. We work with several clients who are involved in long-term partnerships to continually improve the performance of their suppliers over the life of the contract.

### Dispute resolution

Dispute resolution processes which avoid parties engaging in costly and time consuming litigation are becoming more common, driven largely by the courts which are looking more favourably on those commercial parties who attempt to resolve disputes outside the courtroom.

Through our solve-resolve negotiation methodologies and approaches we have helped organisations achieve major breakthroughs in disputes with suppliers. Our interventions are based on working with our clients in defining a shared problem; setting clear targets for success; and generating and evaluating options.

We have supported organisations that have reached stalemates in negotiations; are involved in litigation; who wish to walk away from a contract and/or who are dissatisfied with their supplier's current performance. The hallmark of success in our interventions is that the agreement reached meets each party's objectives.

### Performance measurement and management

The honeymoon period post the signing of the contract can soon give way to recriminations, disputes, antipathy and cynicism. We support organisations in developing and implementing approaches for delivering world-class suppliers.

These involve developing an aspiration for supplier performance, identifying and establishing measurable attributes of performance, putting in place the processes for monitoring and measuring performance and establishing timescales for achieving the aspiration.

## Clinics



Working within the grey areas of existing contracts, our pragmatic approach to driving performance is particularly valuable for those supplier managers for whom changing the contract is out of bounds!

## Contact us

If you would like to find out more about us, our approach and the work we do, please contact us.

We look forward to talking to you.

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