



corridor company

Smarts • Spirit • Discipline

Optimizing Resources in Your Contract Management Process

August, 2017

Thought
Leadership
Series



Presenters

Dermot Whittaker
Russ Edelman

Today's Agenda

- Resource Management | Big Picture
- Resource Management | Best Practices Applied
- Optimizing & Managing Your Resources
- Ensuring Both A Technical & Business Success
- Corridor Snapshot

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Resource Management

The Big Picture

Introductions

Dermot & Russ



Snapshot

Market Research & Data Analyst
Solutions Oriented Contracts Pro.
Based In: Boston

5 Years

Research and Analysis of Contract
Management Market Place

Key member of Corridor's marketing and
research team covering the contract
management market place



Snapshot

President of Corridor Company
Industry Analyst & Pontificator
Based In: Boston

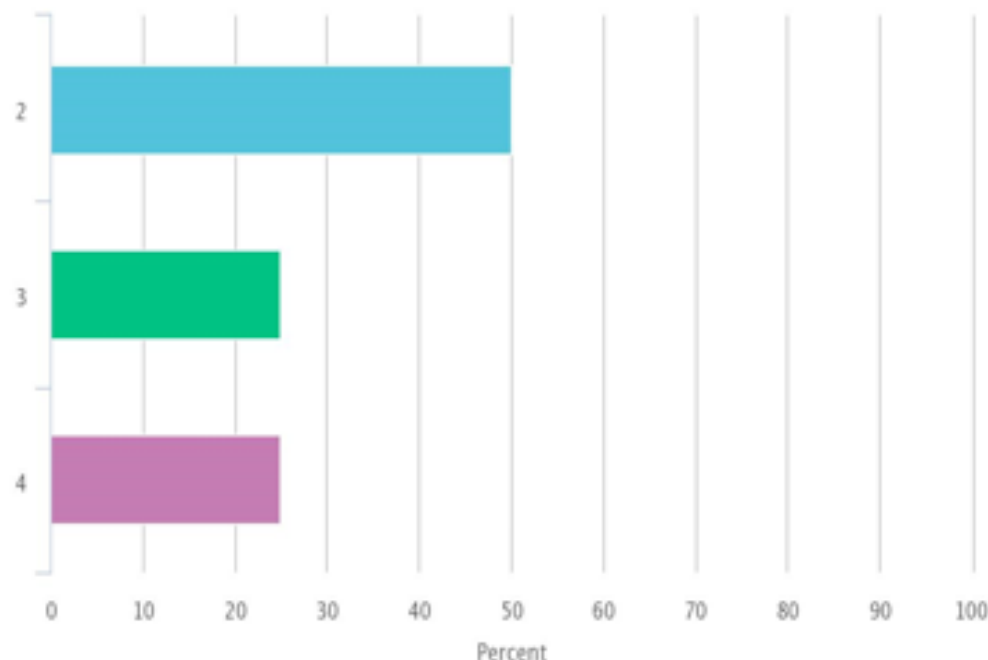
21 Years

Living Contracts & Enterprise
Content Management

Writer for Huffington Post, CNBC,
InformationWeek, CIO, KMWorld, etc.

Poll 1 | At your organization, do you think that your team's skills and time are being optimized? If so, please rate it.

At your organization, do you think that your team's skills and time are being optimized? If so, please rate it.



Interpretation

While **half** of today's respondents chose number 2 (1 scale above poorly optimized, 1), the other 50%, divided into 2 **quarters** rated the optimization of their team's skills and time with a 3 and 4. All told, these responses indicate that a majority of organizations believe that their resources are being underutilized. Through Corridor's experience, creating a **CoE/core** team to focus on specific projects provides organizations with a competitive advantage through its **dedicated set of team and standardized process.**

Quote

“What you want, as a resource manager, is an optimized utilization of the resources you have, with ‘just-right’ commitments to get projects done and support existing applications. What you have is a tsunami of work requests to ‘get it done now’, some ‘back-of-the-envelope’ resourcing calculations and sliced-thin commitments spread out over a sea of work.”

Donna Fitzgerald & Teresa Jones
Gartner

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Quote

“Leaders of companies that go from good to great start not with ‘where’ but with ‘who’. They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins

Article Based on Good to Great Book

Quote

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Jim Collins

Article Based on Good to Great Book



Resource Management | Defined

In organizational studies, resource management is the efficient and effective development of an organization's resources when they are needed. Such resources may include financial resources, inventory, human skills, production resources, or information technology (IT).

In the realm of project management, processes, techniques and philosophies as to the best approach for allocating resources have been developed.

These include discussions on functional vs. cross-functional resource allocation as well as processes espoused by organizations like the Project Management Institute (PMI) through their Project Management Body of Knowledge (PMBOK) methodology of project management. Resource management is a key element to activity resource estimating and project human resource management. Both are essential components of a comprehensive project management plan to execute and monitor a project successfully.



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Resource Management

Best Practices Applied

Perspective

- Three Masters (& Possibly More)

Users

Easy

I Can Do My Job More Effectively
1 Step Back & 3 Steps Forward
I Can Better Service Internal &
External Participants

Business

Less Risk

Introduce Efficiencies
Reduce/Eliminate Contract Risk
Benchmark With Other
Companies and Other Internal
Groups

IT

Consistency

Platform Consistency
Support Consistency
User Training Consistency

Resources Classification

Defined

Contract Managers

Take the lead in negotiating standard contracts, ideally applying approved language, managing the contracts themselves, and tracking the contractual obligations

Attorneys & General Counsel

Assume responsibility for drafting and modifying highly negotiated contracts, and authoring templates as well as acceptable contract language and fallback provisions

Procurement Professionals

Drive the RFP-RFQ process, contract negotiation and contract spend

Resources Classification

Defined

Sales Team &
Sales VPs

Use the contracts for purposes of initial sell-side transactions as well as follow-on business

IT Professionals

Focus their efforts on supporting the technical aspects of the system - This may or may not be in conjunction with a Contract Professional who is responsible for driving the business direction of the system

Business Users

Utilize the system to initiate contracts, inquire into them and track them for buy-side and/or sell-side contracts



Analysis Protocol

What, Why, Who & How

Collaborative

Participating stakeholders and users impacted by the system play some role in the analysis and design of the system.

- Group Workshop Participation
- Collective Voice & Buy-In
- Facilitation Skills Are Key
- More Challenging Scope Creep

Core Team & Validation

Limited “Core Team” participates in analysis and design and then presents findings to broader stakeholder group.

- Substantially reduced broader stakeholder involvement
- May require more iterations as stakeholders react to results
- Scope is better managed



CM Center of Excellence

A CM CoE refers to a team, a shared facility or an entity that provides leadership, best practices, research, support and/or training, and standard technologies for optimal contract management in an organization and with its key trading partners

Key Components For Contract Management Centers of Excellence

Component	Explained
Dedicated Team	A CM CoE must encompass a team of people which may be less than one person to a full interdisciplinary team for a global organization
Standard + Processes	Standard Processes for communicating, planning for, supporting and evolving your contracting initiative
Standard + Technologies	A standard set of technologies that can be universally employed in a consistent fashion across people and systems

Standard +
The + indicates that Standards must be complimented by allowances for varying levels of autonomy by region, product, etc.

States

Innovation State

Refers to the action or process of planning; it involves the initial stage of ideation and organizing items, resources and/or activities that are required to kick-start a desired goal.



States

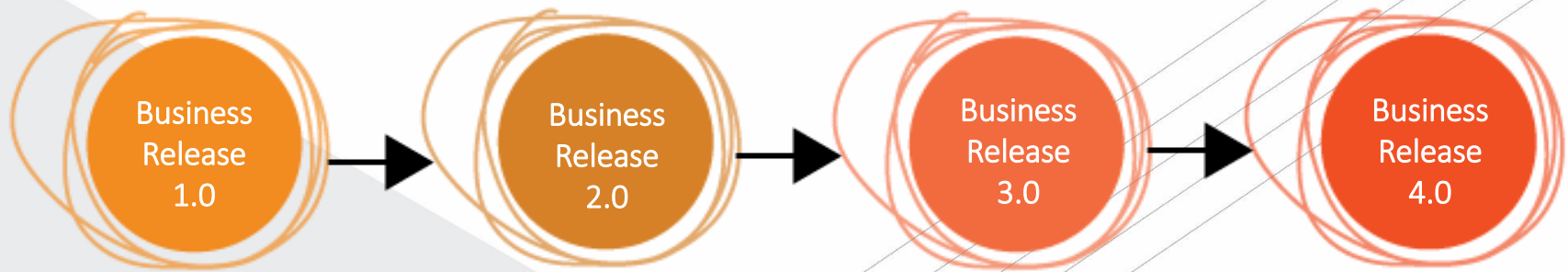
Steady State

Depicts a scenario where your organization has gone through the implementation and your team members and constituency are using the solution for day-to-day activities.



Innovation vs. Steady State

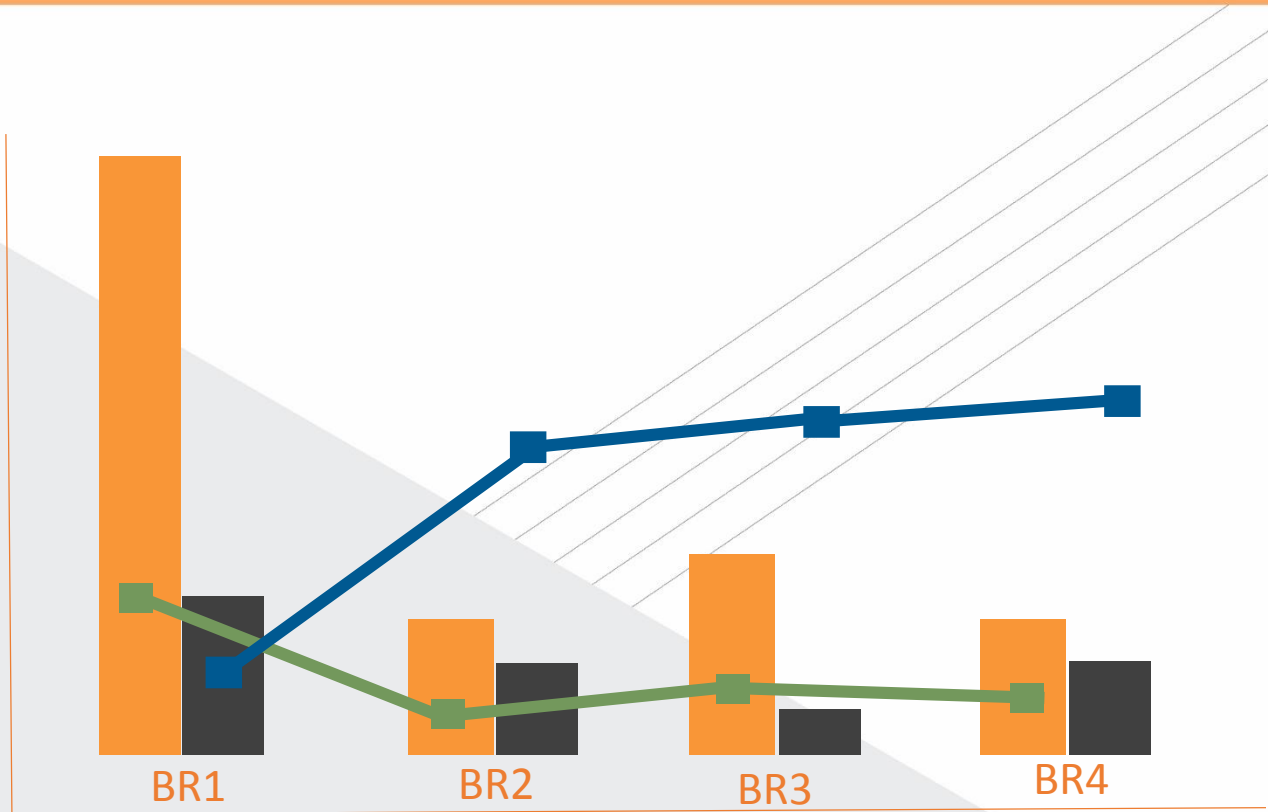
And The Importance of Business Releases



While the phrase “Business Release” can be substituted with Phase, Stage, Sprint, Step, Release, etc., we have found that the importance of introducing the term “Business” is important and well-received by the business community. A Business Release is a defined set of capabilities in a system that are enabled to solve a collection of business challenges. Business Releases are communicated to the user constituency so they are aware of which capabilities will be enabled over a designated period and with a specific Business Release. This sets expectations properly and allows for feedback from one Business Release to be incorporated into subsequent Business Releases. A tempo is established and understood and in doing so, expectations can be met and/or surpassed with the business and users.

Innovation vs. Steady State

Participants



Level of Involvement

Innovation State

Core Team

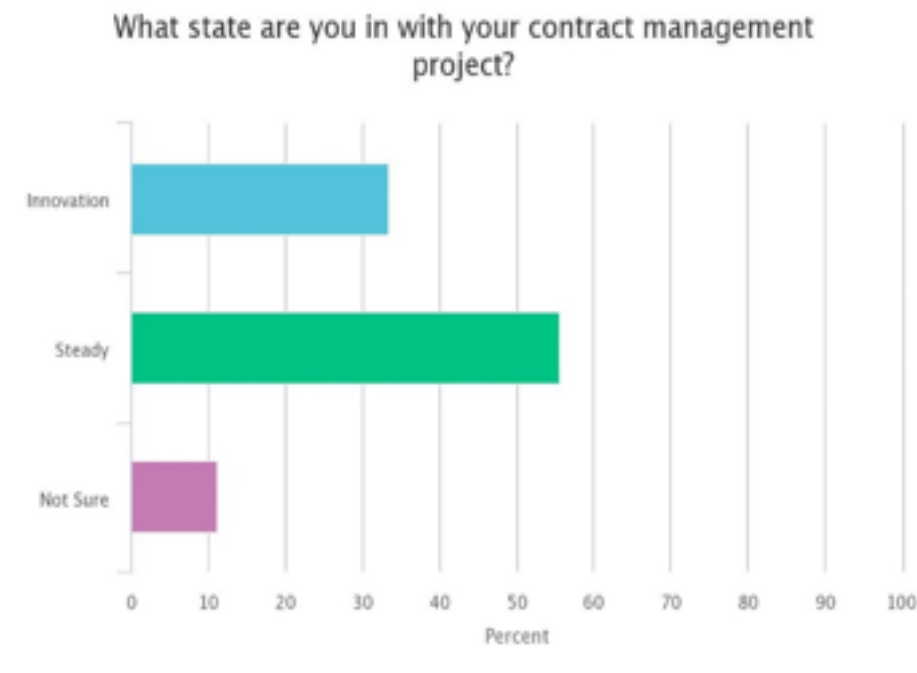
Users

Steady State

Core

Users

Poll 2 | What state are you in with your contract management project?



Interpretation

Of those responding to this question, over 50% says that they are currently in a steady state, while about 10% are unsure of where they are. The remaining respondents, slightly more than 30%, say that they are in the early stage of ideation and planning for their contract management software. This is a great indication of where a company is at, and how this can be an excellent baseline for the team to move forward with their contract management project.

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Optimizing & Managing

Your Resources

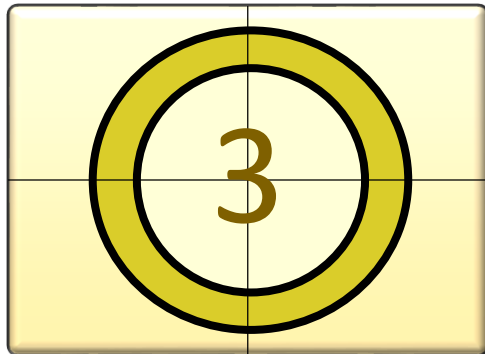
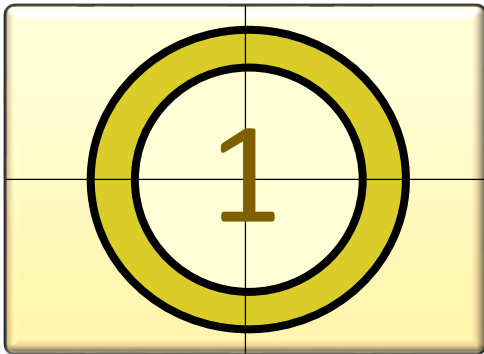
Your Quadrant



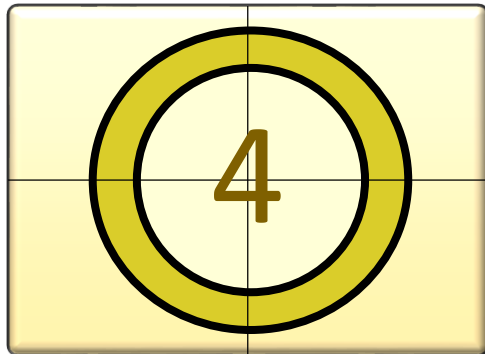
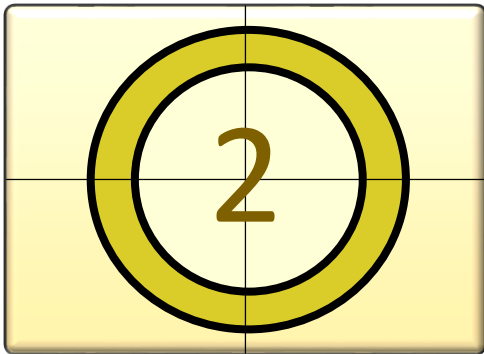
Innovation

Steady

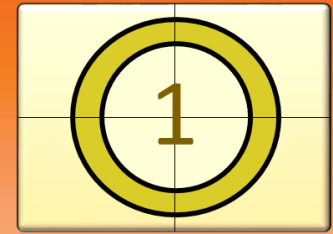
With CoE or
Core Team



Without CoE
or Core Team



Quadrant Profile



Key Attributes

- Standard processes and protocol are defined
- Core Team/CoE initiates and drives facilitation
- Workshops & Prototyping should take place with Core Team/CoE
- Pilots and Proof-of-Concepts will require heightened participation by Core Team/CoE
- Test plans and documentation typically driven by Core Team/CoE
- Short 1-2 hour stakeholder validation meetings should take place to demo and confirm key assumptions

State:
Innovation
Resources:
With COE/
Core Team

	Core Team /CoE	Contract Managers	Attorneys & GC	Procurement	Sales	IT Pros	General Users
Resource Participation	↑	↓	↓	↓	↓	↓	↓

Real World Example

Company Profile

Worldwide Financial Services Institution

Business Requirements

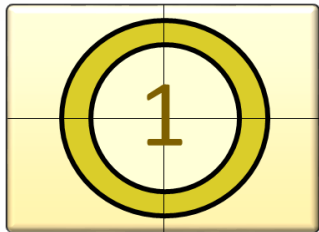
Global Contract Initiative For 4 Discreet Regions

The Journey

Core team assumed full responsibility for driving process and engaging key stakeholders during team presentations

Lessons Learned

Stakeholder and user surveys were very helpful in prioritization and backlog – more iterative cycles should be planned for with teams



State:

Innovation
Resources:
With COE/
Core Team

Quadrant Profile



Key Attributes

- Collective team of stakeholders participate in analysis & design
- Opinions are more broadly heard as everyone is together
- Strong facilitation and scope management skills are key
- Less iterations may be necessary as stakeholders see the system forming throughout the process
- Cross-functional teams can often learn from each other by virtue of working together

State:
Innovation
Resources:
Without COE/
Core Team

	Core Team /CoE	Contract Managers	Attorneys & GC	Procurement	Sales	IT Pros	General Users
Resource Participation	N/A	↑	↑	↓	↓	↑	↓

Real World Example

Company Profile

Large Regional Health Care Provider

Business Requirements

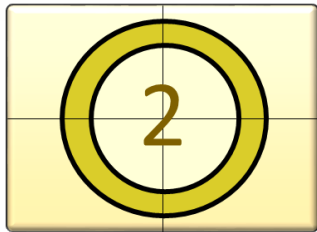
Provide support for Vendor, Provider and General Agreements

The Journey

Multiple stakeholders participated throughout the intense process

Lessons Learned

Too many voices resulted in exception handling – scope mgt key



State:

Innovation

Resources:

Without COE/
Core Team

Quadrant Profile



Key Attributes

- System is largely functioning and some or all users actively rely upon it
- Contract Management administrators are focused on data maintenance and lightweight user support including on-boarding of new people accessing the system
- Core team is either on break or revisiting best practices to optimize future deployments
- End user support teams are now able to provide support

State:
Steady
Resources:
With COE/
Core Team

	Core Team /CoE	Contract Managers	Attorneys & GC	Procurement	Sales	IT Pros	General Users
Resource Participation	↓	↑	↑	↑	↑	↑	↑

Real World Example

Company Profile

Global Professional Services Organization

Business Requirements

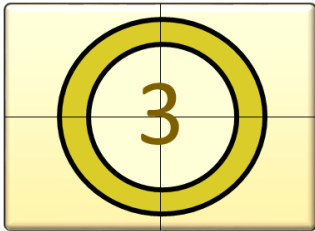
Advanced Obligation Management

The Journey

Focused on Post-Execution with Core team & numerous champions

Lessons Learned

Heightened emphasis on user support and change management



State:

Steady

Resources:

With COE/
Core Team

Quadrant Profile



Key Attributes

- System is largely functioning and some or all users actively rely upon it
- Contract Management administrators are focused on data maintenance and lightweight user support including on-boarding of new people accessing the system
- Contract Managers may be thinking about or preparing best practices
- Contract Managers and champions typically provide support
- Watch out for the “Under-net”

State:
Steady
Resources:
Without COE/
Core Team

	Core Team / oE	Contract Managers	Attorneys & GC	Procurement	Sales	IT Pros	General Users
Resource Participation	N/A	↑	↑	↑	↑	↑	↑

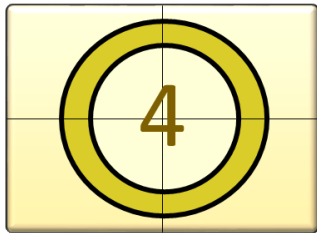
Real World Example

Company Profile

Regional State Utility District

Business Requirements

Maintain current usage and prepare for new product features



State:

Steady

Resources:

Without COE/
Core Team

The Journey

Contract Management team is front line & serves as intermediary

Lessons Learned

Support and minimal planning for future consumes more time than anticipated by the team

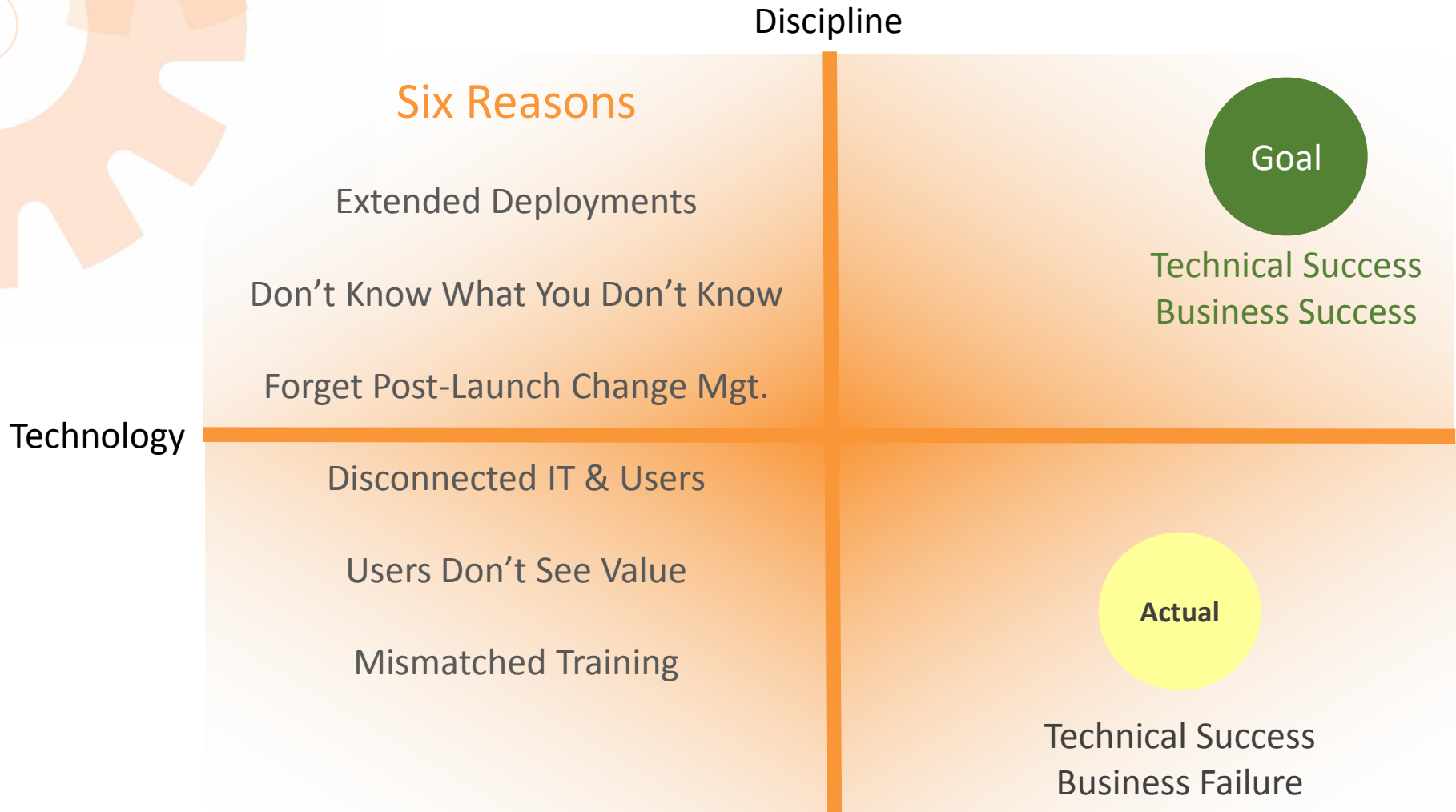
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Technical & Business Success

Achieving Both

The Contracting Conundrum

Positively Disrupting The Status Quo Of Contracting





Corporate Standards

The Line | Above & Below

Organizational Standards

Regional Autonomy

Corporate Standards

Global Deployments & Regional Scalability | Example

Global CM Center of Excellence Standards

Global
Templates

Global
Clauses

Global
Metadata

Global
Analysis

Global
Support

Global LoB
Integration

N. America

NA Templates

NA Language

NA Processes

Europe

EU Templates

EU Languages

EU Processes

Far East

FE Templates

FE Languages

FE Processes

S. America

SA Templates

SA Languages

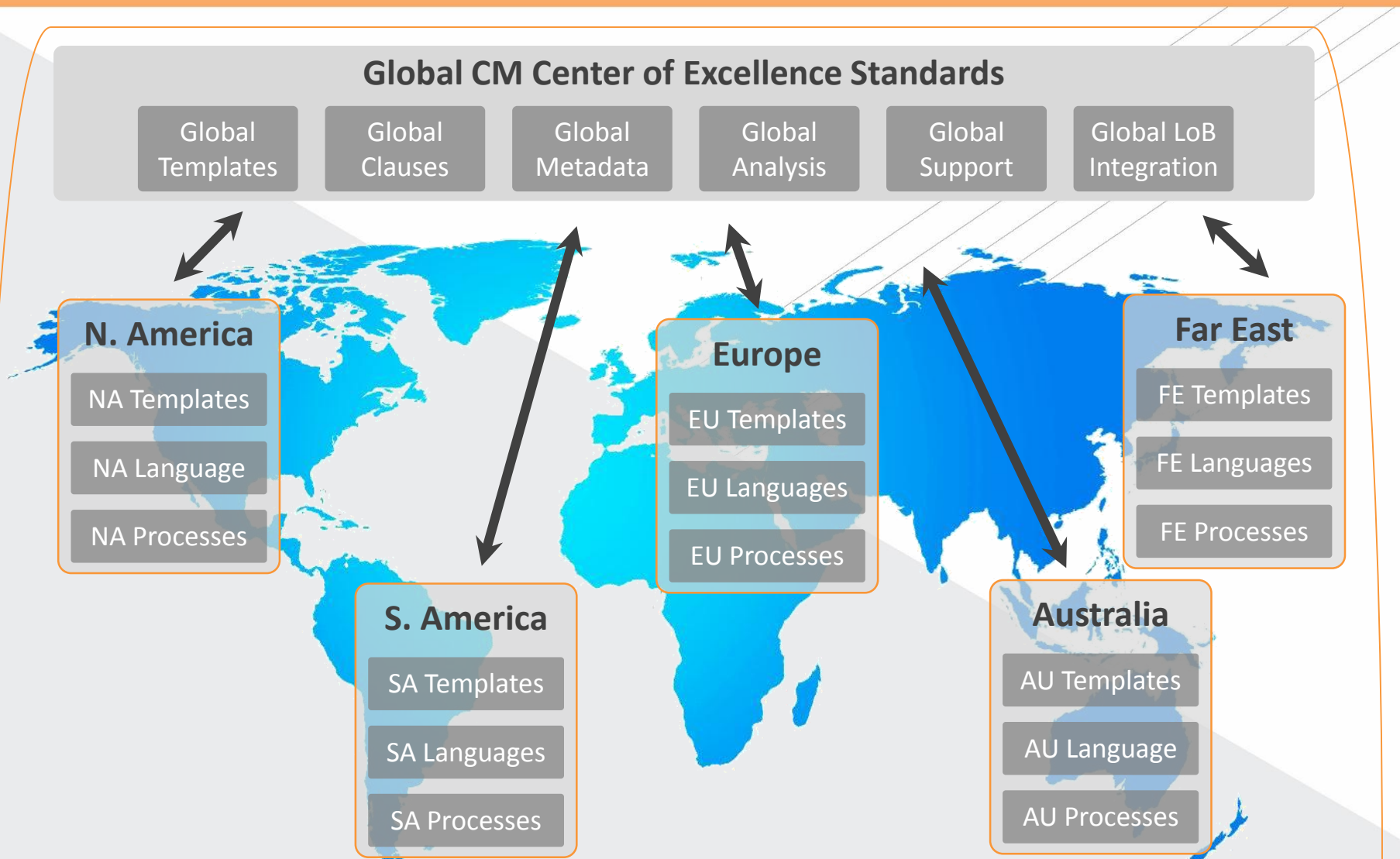
SA Processes

Australia

AU Templates

AU Language

AU Processes



Overarching Lessons Learned

The Rule

Design For The Rule & Not The Exception

Quantify

Quantify Requirements With Real Data

Business
Success

Avoid Technical Success & Business Failure

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Corridor Company

@ 50,000 Feet

Product Offerings

Contract Products | *Primary Corridor Licensed Products*

Contract Extenders | Optional Add-on Software

Contract Accelerators | Configuration Driven New Functions

*Salesforce.com
Integration*

*SAP/Oracle/Dynamics
Integration*

*Auto Categorize
and OCR*

*Credentialing
Automation*

CM[.app]

Contracts³⁶⁵

*Contract
Incidents*

*Corporate
Registration*

*Contract
Rebates*

*Contract
Milestones*

Corridor Company

@ 50,000 Feet

Technology For Business

Corridor's Contract Centric Vision Is Exclusively Focused
On High Usability, Administrative Ease & Scale

450+ Projects & Best Practices

Armed With Award Winning Methodology, Relevant
Client Stories & Attention To Detail That Delivers Success

Global Clients That Demand Scale

Demands Placed On Us For Global Clients
Drive Innovation For All Of Our Clients

Industry Vision & Real World

We Push Ourselves To Think Into The Future So We Can Assist Our Clients In
Successfully Charting Their Courses

Thought Leadership References



- How to Stop Making Costly IT Contract Mistakes [\[link\]](#)
- How to Build a Business Case For SharePoint [\[link\]](#)
- Determine The True Cost of Microsoft SharePoint [\[link\]](#)



- Burton Snowboards [\[link\]](#)
- Social Networking In Business [\[link\]](#)
- Is Microsoft Cool [draft]



- Avoiding Technical Success & Business Failure [\[link\]](#)
- What Enterprise Social Networks Lack: Purpose [\[link\]](#)
- Is SharePoint Trustworthy For Business-Critical Processes? [\[link\]](#)



- “Pepe Le Pews” of Social Networking [\[link\]](#)
- The Plight of the Corporate Martyr [\[link\]](#)
- Why Should I Care About the Nice Guys When the SOB’s Have Screwed Up the Economy? [\[link\]](#)



- Office 365 For Contract Management [\[link\]](#)
- Practicalities of establishing a Contract Management Center of Excellence [\[link\]](#)
- The Impact Of Emerging Technology On Contract Management [\[link\]](#)

Since Corridor’s inception, we have continually given back to the industry in terms of trend analysis and thought leadership. These are a few of many representative examples.

Corridor Company

Partial Client List



BAE Systems

