

Standard Operation Procedure (SOP) Manual

***Xyzyxwvu* Engagement with Accdcbhijk
Procurement Outsourcing Services**

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1.0 PURPOSE

The purpose of this document is to provide a manual for the in-scope Accdcbhijk Procurement Outsourcing Services including a description of how to start using the services, any required inputs, any handoffs, and expected outputs.

2.0 AUDIENCE

The audience for this document includes any Xyzyxwvu employee(s), consultant(s), and contractor(s) who perform tasks in Xyzyxwvu's engagement with Accdcbhijk Sourcing Support. These employees typically are:

- Category Management Teams
- Sourcing Teams
- Country Lead Teams
- Offshore Team
- Xyzyxwvu's Legal Team

3.0 OBJECTIVES

3.1 LEADING PRACTICES

Writing a Standard Operating Procedure document should include some leading learning and performance practices.

Content is targeted to the performance of the procedures. Content is structured so that tactical, step-by-step task performance steps are provided and easily accessible for immediate execution of the process.

Information that is beneficial but not essential to the step-by-step process performance is either not included or it is structured in the document to ensure that it does not obscure access to the step-by-step instructions.

Necessary inputs to the process steps – forms, flowcharts, contact information or system access – need to be included or identified for easy access by the task performers.

Beneficial information to enable New Hires, new personnel to the process, or experienced personnel in the process who have not performed the process may be included to help the performer to grow beyond tactical understanding as long as it does not obscure the primary visibility to the basic process performance.

3.2 OBJECTIVES FOR THE STANDARD OPERATING PROCEDURE DOCUMENT

As a result of Xyzyxwvu's request for an SOP, the *Standard Operating Procedure Documentation: Xyzyxwvu Engagement with Accdcbhijk Procurement Outsourcing Services* document is designed to:

- State where tasks appear in the overall applicable process(es).
- Identify pre-requisites necessary to perform the required task(s).
- Describe how to perform required tasks.
- Describe how to access any Accdcbhijk application(s) to perform the appropriate task(s).

- Identify communication channels necessary to initiate, perform, or close out the appropriate task(s).
- Identify support or escalation contacts to ensure the timely completion of the appropriate task(s).

3.3 PERFORMANCE OBJECTIVES FOR THOSE USING THE STANDARD OPERATING PROCEDURE

As a result of using the SOP, the user will be able to perform the following regarding the Xyzyxwvu-Accdcbhijk Procurement Outsourcing Services processes:

- Identify where to get information required to perform processes, including:
 - High-Level Process Description
 - System Access
 - Process Instructions
 - Process Forms
 - Process Flowcharts
 - Analytic Examples
 - Support Contacts
 - Glossary
 - Quick Reference Guide
- Given required information from Xyzyxwvu, accurately perform processes with use of the SOP Documentation.
- With use of the SOP Document, describe at a high-level Xyzyxwvu's interaction with Accdcbhijk Outsourcing Procurement Services.
- With use of the SOP Document, recognize where Xyzyxwvu interacts in each applicable process
- Independently obtain technical access or escalate technical issues.

4.0 PROCESS RESPONSIBILITIES

4.1 PROCESS OVERVIEW

Xyzyxwvu International and Accdcbhijk have defined the following scope to Procurement responsibilities.

4.1.1 CATEGORY SOURCING TEAM

- Provide category advice
- Support developing and updating category strategies
- Support identifying sourcing opportunities
- Plan and propose sourcing opportunities
- Execute sourcing process

4.1.2 CATEGORY MANAGEMENT TEAM

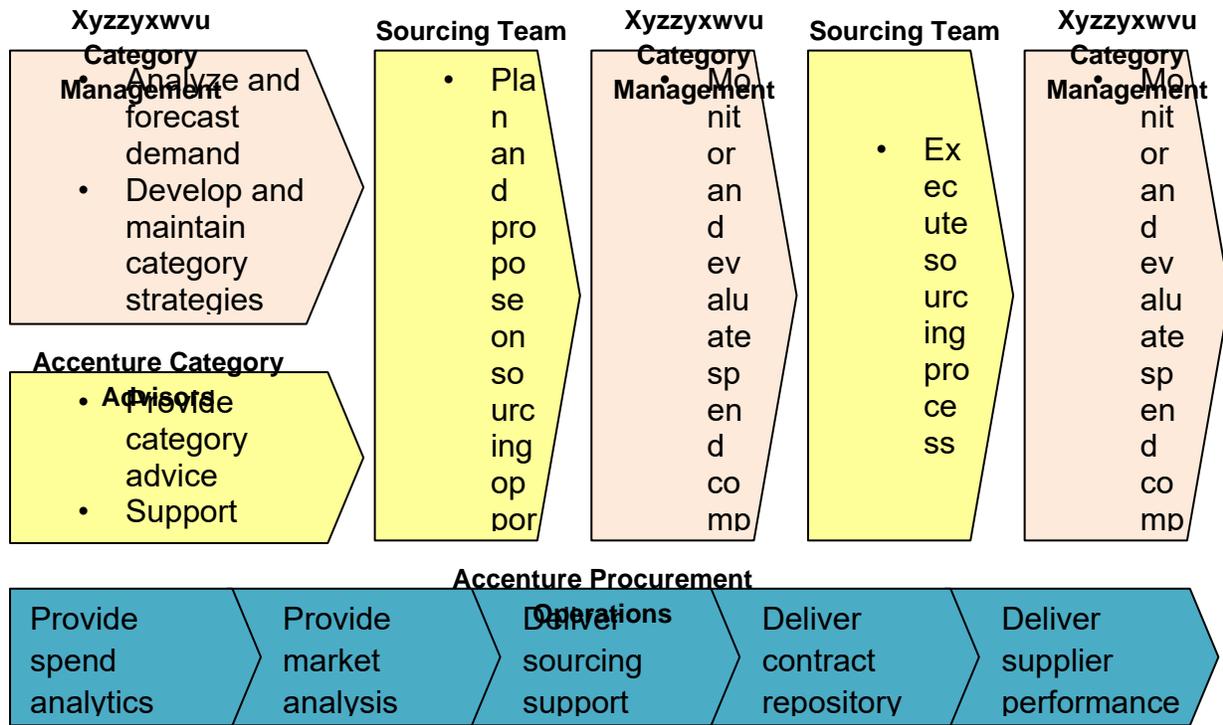
- Analyze and forecast demand
- Develop and maintain category strategies
- Identify, prioritize and select sourcing opportunities
- Provide sourcing opportunities
- Monitor and evaluate spend compliance
- Monitor and evaluate supplier relationships and performance
- Conduct supplier meetings
- Manage sourcing execution and delivery of related benefits

4.1.3 ACCDCBHIJK PROCUREMENT OPERATIONS

- Provide spend analytics
- Provide market analysis reports
- Deliver contract repository support
- Develop category scorecards
- Deliver supplier performance management support
- Provide RFx, E-Auction and Spot Buy services

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This high-level process follows a general flow depicted in the image below. Specific tasks and details will follow later in the document.



4.2 SYSTEM AND TOOL ACCESS

In order to perform the required tasks in the Xyzyxwvu-Accdcbhijk Procurement Outsourcing Services processes, Xyzyxwvu personnel need to access the necessary tools, applications, and sites to perform those processes. Some of the processes are Xyzyxwvu tools, applications, and sites. Access and technical support for these tools applications, and sites is performed through Xyzyxwvu. Others are Accdcbhijk tools, applications, and sites; access and technical support for these are performed through Accdcbhijk.

4.2.1 REQUIRED XYZZYXWVU TOOLS AND APPLICATIONS

- Xyzyxwvu UAR
- Xyzyxwvu Email
- Xyzyxwvu Acorde Access
- Zycus
- SharePoint
- Xyzyxwvu Routing System

4.2.2 REQUIRED ACCDCBHIJK TOOLS AND APPLICATIONS

- Sourcing Work Request (SWR) Tool
- Global Spend and Savings Tool (GSST)
- Emptoris
- Quadrem

4.2.2.1 CONTACTING ACCDCBHIJK'S TECHNICAL SUPPORT

Users can get technical support for system access by calling:

1-800-672-6664

4.2.2.2 GAINING ACCESS TO SWR AND GSST

To access SWR or GSST, Xyzzyxwvu personnel are directed to send an email with the requestor's Name and contact details (including telephone number) requesting access to:

angela.k.wells@Accdcbhijk.com

4.2.2.3 SETTING UP VERIFICATION QUESTIONS

Once the user has gained access to the Accdcbhijk system, she/he should create security verification questions to enable access in the event of log in problems. Failure to do this may result in escalation to Xyzzyxwvu and/or Accdcbhijk management for resolution or may result in delay in the performance of critical tasks.

1. Access the Accdcbhijk MyAccess Website by going to:
<https://myaccess.Accdcbhijk.com/MyAccess/MyAccessMain.asp>
2. Select the Set Up Verification Questions link in the left-hand sidebar



3. The user will be prompted to log in again.
Note: that the Enterprise login and password are the same as your regular login and password.



- Once the user has logged in, he/she will have the option of a number of security questions to answer. The user is requested to answer six questions.

Set Up Verification Questions

Please choose **six** of the following questions which will be easy for you to remember. The answers to these questions will be used to verify your identity when resetting your password. Only the first six answers provided will be used.

Note: Your answers must only use characters from the English alphabet and/or numerals. If using abbreviations or dates please note in future you will need to provide answers in the same format and language you set them up.

Tip: To ensure you will be able to remember the answers to your questions, make them as simple as possible and use a consistent format. You may find it more memorable to enter dates in mm/dd format and restrict other answers to one word only.

The data gathered via this website will be handled in accordance with Accenture's Policy 90 - Data Privacy.

In which city were you born?	<input type="text"/>
What was the name of your first school?	<input type="text"/>
What is your mother's maiden name?	<input type="text"/>
What city was your first job in?	<input type="text"/>
When is your father's birthday? <small>(Use the date format you are most likely to remember)</small>	<input type="text"/>
What was the name of your first teacher?	<input type="text"/>
What was your grandfather's occupation?	<input type="text"/>
What brand was your first car?	<input type="text"/>
What brand was your first computer?	<input type="text"/>
When is your mother's birthday? <small>(Use the date format you are most likely to remember)</small>	<input type="text"/>
What was your first phone number?	<input type="text"/>
What was the name of the street you lived on when you were growing up?	<input type="text"/>

- Click on the submit button at the bottom of the page to save your responses.

4.2.2.4 GAINING ACCESS TO EMPTORIS

To access Emptoris, Xyzyxwvu personnel should fill out the Xyzyxwvu Supplier Buyer User Template (see Appendix A). Follow the instructions and send the template to:

WFT.procurement.help@Accdcbhijk.com

The “Buyer/User” tab includes the following fields below. Note, the mandatory fields are indicated with an asterisk ‘*’ following it.

- Role*
- Business Unit
- Title
- First Name*
- Family Name*
- Login Name*
- E-mail*
- Work Phone Number*
- Alternative Phone Number
- Fax
- Preferred Language*
- Enable External
- E-mail Notification
- Time Zone*

4.2.2.5 GAINING ACCESS TO QUADREM

To gain access to Quadrem, Xyzyxwvu personnel are directed to send an email requesting access to:

hau-sing.lee@Accdcbhijk.com

4.3. SOURCING WORK REQUEST (SWR)

4.3.1 CREATING A NEW SOURCING WORK REQUEST (SWR)

1. To create a new Sourcing Work Request, the Category Manager must log into the Xyzyxwvu Tracking and Request Site.

a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Port al/default.aspx?PageView=Shared

b. Select your username in the drop down menu and enter your password.

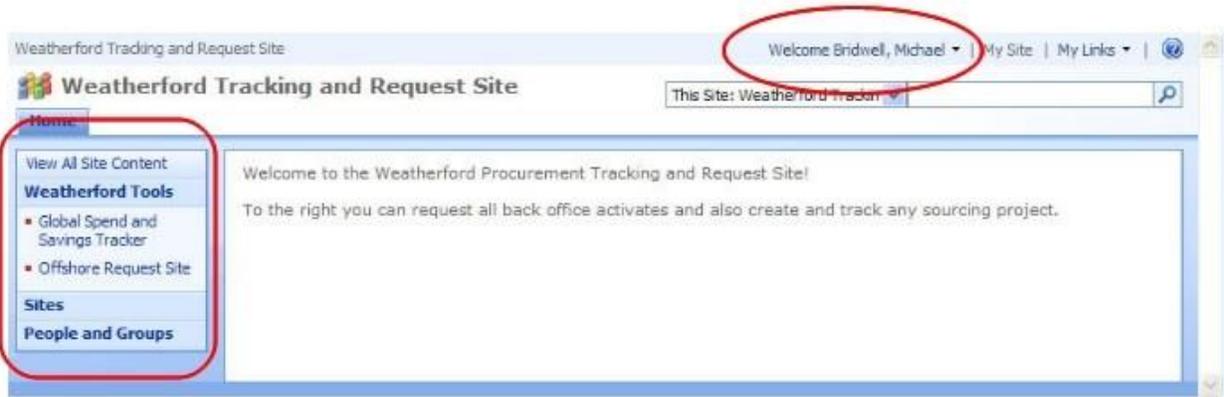
Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).

c. You will go to the Xyzyxwvu Tracking and Request Site.



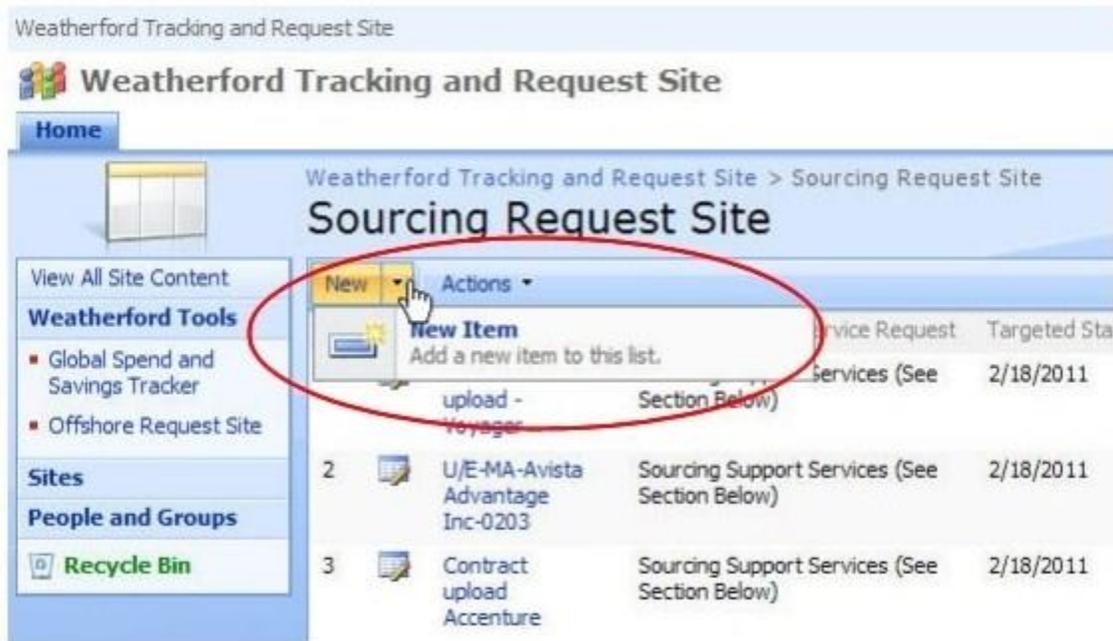
2. In the left-hand sidebar, select Offshore Request Site.





Take a moment and review the site. Note the left-hand sidebar, a welcome with your name, and actions at the drop down menu at the Welcome/Name.

3. In the New drop down menu, select New Item.



A new screen will open.

In the new screen, a number of fields will be available for you to enter key project information (below).

4. Enter the pertinent Sourcing Work Request information in the appropriate fields.

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If you do not have the necessary information or are unclear about what to enter in a given field, contact your Xyzyxwvu Country Lead.

The screenshot shows the 'Weatherford Tracking and Request Site' interface for creating a 'Sourcing Request Site: New Item'. The form includes fields for Request Name, Requestor, Requestor's Email, GSST Project ID, GSST Project Name, Request Status, Request Assigned To, Criticality, Complexity, and Region. Numbered callouts provide instructions: 5. Enter GSST (pointing to GSST Project ID), 6. Select Criticality of the SWP (pointing to Request Status), 7. Select Complexity of the SWP (pointing to Complexity), 8. Check mark the (pointing to Region), and 9. Contract Upload (pointing to the Attach File button).

5. Continue adding additional details to the SWR as required.

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The image shows a screenshot of a procurement system form with several fields and callout boxes. The fields are: Targeted Start Date *, Targeted Completion Date *, Actual Start Date, Actual Completion Date, Bidder Set Up Requested Date, Bidder Set Up Completed Date, Output Submitted for Review, Project Language (English), Expected Contract Start Date, Contract Duration (Years), Category *, Subcategory for Project *, Does this request include non-standard work? (checkbox), Sourcing Project Service Request *, Summary of Scope of Work *, Sourcing Support Services Requested, and Additional Comments. Callout boxes 10-15 point to specific fields: 10 points to Targeted Start Date, 11 to Bidder Set Up Requested Date, 12 to Project Language, 13 to Category, 14 to Sourcing Project Service Request, and 15 to Summary of Scope of Work.

10. If there is a delay in the start of the SWR, enter the

11. Enter the date on which the

12. Select appropriate

13. Select appropriate "Sub

14. Select appropriate

15. Fill/provide sufficient data

6. Finish entering the required data for the SWR.

7. Attach any pertinent documents as required. (See step 4, field 9 above.)

IMPORTANT: the Offshore Team will be looking to the SWR for:

- An attached Contract Cover sheet.
- An attached Contract.
- An attached Rate Card.
- An attached Compliance Plan.

8. Select OK to save the SWR request.

4.3.2 CONFIRMING CREATION OF AN SWR

1. If you have logged off the Xyzyxwvu Tracking and Request Site, log back on at:

a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Portal/default.aspx?PageView=Shared

b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).

c. You will go to the Xyzyxwvu Tracking and Request Site.

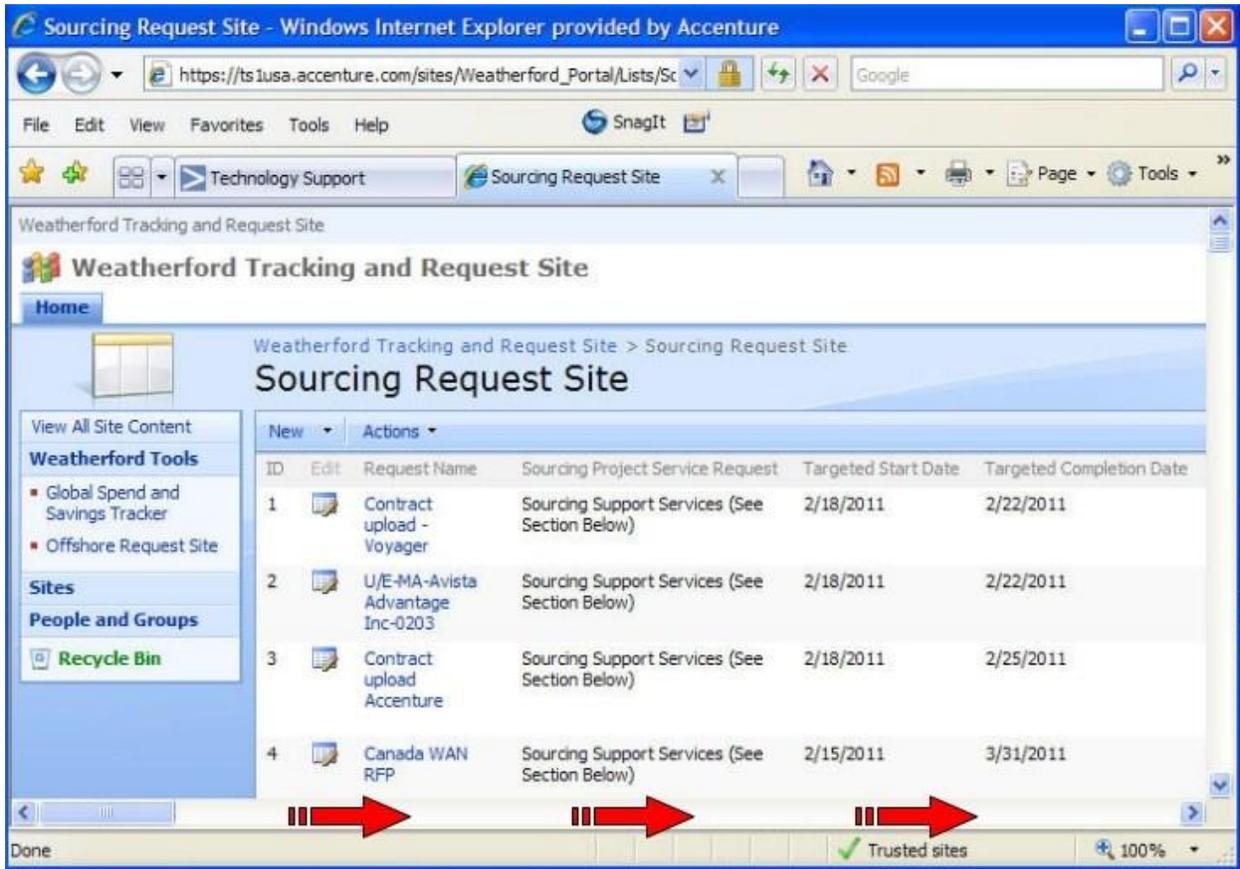


2. In the left-hand sidebar, select Offshore Request Site.

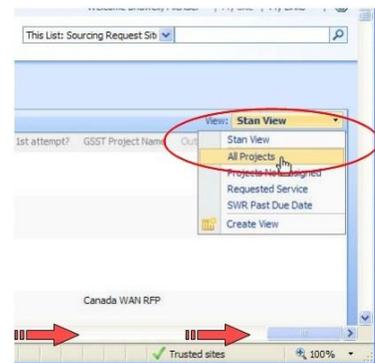


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3. When you have accessed the Xyzyxwvu Tracking and Request Site, scroll right to the end of the page.



4. On the far right-hand side of the page, go to the View drop down menu and select All Projects.



5. At the Sourcing Request Site, you can potentially get status on SWRs in nine different stages of completion. However, note that stages only appear when there is an SWR at that stage of completion.

1. New Requests
2. Assigned (Requests)
3. Requirements Kickoff Scheduled
4. In Progress
5. Submitted for Review
6. Completed
7. On-Hold
8. Cancelled
9. Rejected



6. In this example, you are confirming a new request.

Expand Request Status: 1. New Request by selecting the “+” in front of the selection you are making.

7. If you created your SWR correctly, it will appear in the list.



4.3.3 EDITING A SOURCING WORK REQUEST

If you have created an SWR and saved it, you can still edit it.

1. If you have logged off the Xyzyxwvu Tracking and Request Site, log back on at:

a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Portal/default.aspx?PageView=Shared

b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).



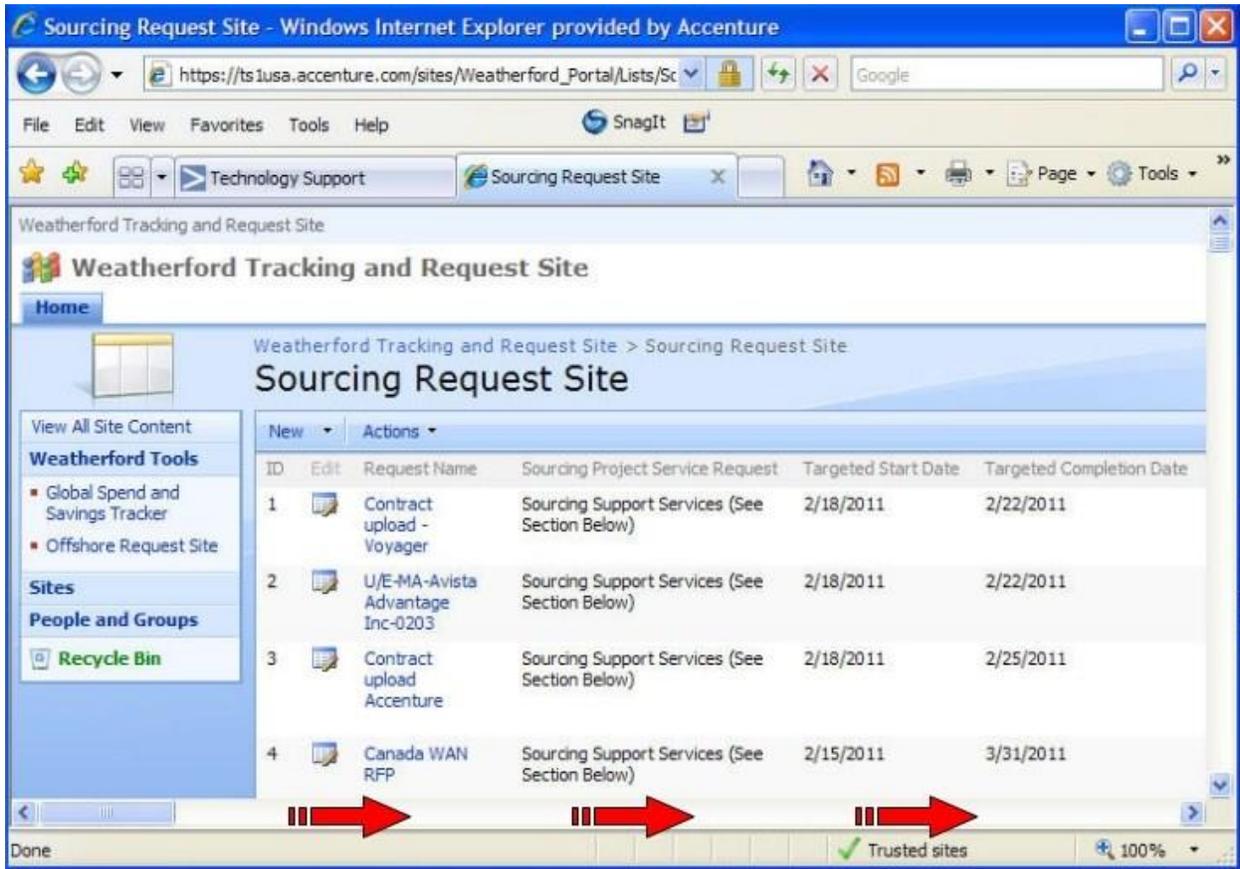
c. You will go to the Xyzyxwvu Tracking and Request Site.

2. Again, in the left-hand sidebar, select Offshore Request Site in the left-hand sidebar.

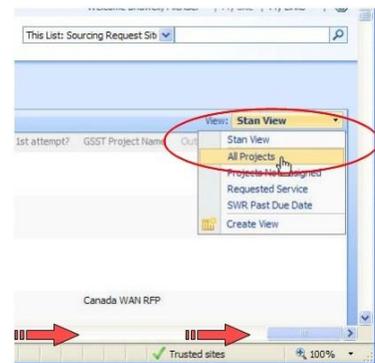


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3. When you have accessed the Xyzyxwvu Tracking and Request Site, scroll right to the end of the page.



4. On the far right-hand side of the page, go to the View drop down menu and select All Projects.



5. At the Sourcing Request Site, you can get status on SWRs in nine different stages of completion:

1. New Requests
2. Assigned (Requests)
3. Requirements Kickoff Scheduled
4. In Progress
5. Submitted for Review
6. Completed
7. On-Hold
8. Cancelled
9. Rejected



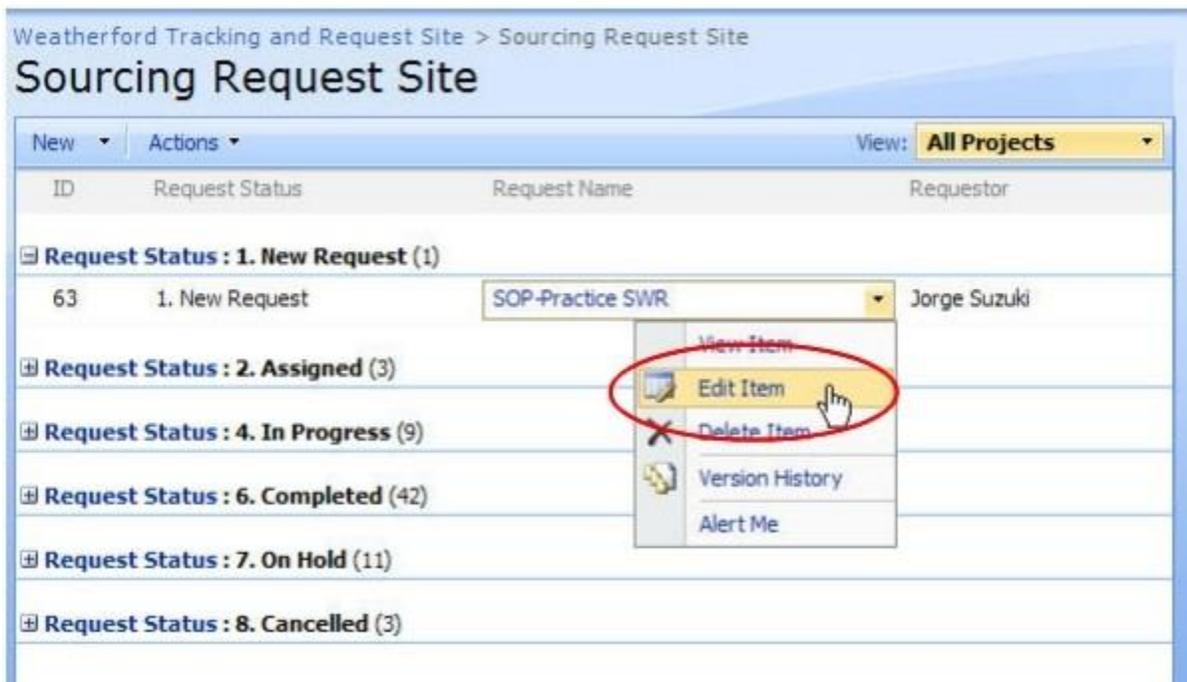
Note: again, if there is no SWR at a particular Request Status stage of completion, the stage will not be displayed.

6. Select the appropriate group where your SWR resides. In this example, we will be editing a new request.



7. If you created your SWR correctly, it will appear in the list.

8. Your SWR should be visible on the screen. Edit it by selecting Edit from the drop down menu in the field for the Request Name.



9. This is where a user would edit an existing SWR.

Weatherford Tracking and Request Site > Sourcing Request Site > SOP-Practice SWR > Edit Item

Sourcing Request Site: SOP-Practice SWR

OK Cancel

Attach File | Delete Item | Spelling... * indicates a required field

Request Name * SOP-Practice SWR

Requestor * Jorge Suzuki
Please list your Full Name

Requestor's Email * jorge.suzuki@rocketmail.com
Please list your e-mail address

GSST Project ID 1234-5678
Please list the GSST project ID that this request is tied to.

GSST Project Name Standard Operating Procedure Manual Practice SWR

Request Status * 1. New Request
Please select the current stage of this request.

Request Assigned To
To be filled in by the backoffice group.

Criticality * Low
This is used to help us Prioritize this Project.

Complexity * Simple
This is used to help us Prioritize this Project.

Region *
 Canada
 USA
 Mexico
 Global

Targeted Start Date *

10. When you have completed your change(s) (see [1] below), select OK [2] at the top- or bottom-right of the page to save your change(s).

In the example shown, the Request Name has been changed from SOP-Practice SWR to SOP-Test SWR.

Weatherford Tracking and Request Site > Sourcing Request Site > SOP-Practice SWR > Edit Item

Sourcing Request Site: SOP-Practice SWR

OK Cancel

Attach File | Delete Item | Spelling... * indicates a required field

Request Name * SOP-Test SWR

Requestor * Jorge Suzuki

11. To verify that your change has been made to the SWR, the user may view the information on the Sourcing Request Site if the information is visible there [3]. (In the example here, the Request Name is visible on the site and the new Request Name is reflected.



12. However, if the information is part of the SWR's detailed information, again go to the drop down menu in the Request Name field.

Select View [4].

13. Your change should be visible in the field where it was made.



4.3.4 CANCELLING A SOURCING WORK REQUEST

Cancel is one of the optional statuses assigned to a Sourcing Work Request. Changing an SWR's status to cancel is an important option for the Category Manager. It will cease progress on the project, WITHOUT deleting the SWR from the system.

1. Go to 4.3.3 EDITING A SOURCING WORK REQUEST in this document.
2. Follow steps 1 through 8 in the EDITING A SOURCING WORK REQUEST section.

If your SWR is visible on the screen and you wish to edit the SWR information, access it by select the Edit from the drop down menu next to the SWR's Request Name.

3. The user should be at the page to edit an existing SWR.
4. Go down six fields to the Request Status.

Select 8. Cancelled.

The screenshot shows a web application interface for editing a Sourcing Work Request (SWR). The page title is "Sourcing Request Site: SOP-Test SWR". The form contains several fields: "Request Name" (SOP-Test SWR), "Requestor" (Jorge Suzuki), "Requestor's Email" (jorge.suzuki@rocketmail.com), "GSST Project ID" (1234-5678), "GSST Project Name" (Standard Operating Procedure Manual Practice SWR), "Request Status" (a dropdown menu), "Request Assigned To", "Criticality", "Complexity", and "Region". The "Request Status" dropdown menu is open, displaying a list of status options: "1. New Request", "2. Assigned", "3. Requirements Kick Off Scheduled", "4. In Progress", "5. Submitted for Review", "6. Completed", "7. On Hold", "8. Cancelled", and "9. Rejected". The "8. Cancelled" option is highlighted in blue, and a red circle is drawn around the entire dropdown menu. A mouse cursor is pointing at the "8. Cancelled" option. The form also includes "OK" and "Cancel" buttons at the top right, and a toolbar with "Attach File", "Delete Item", and "Spelling..." options at the top left. A note at the bottom right of the form states: "This is used to help us Prioritize this Project."

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5. Select OK at the top or bottom right-hand side of the page to save the change to the project status.

SOP-Test SWR

Jorge Suzuki
Please list your Full Name

jorge.suzuki@rocketmail.com
Please list your e-mail address

1234-5678
Please list the GSST project ID that this request is tied to.

Standard Operating Procedure Manual Practice SWR

B. Cancelled
Please select the current stage of this request.

6. You should be back at the Xyzyxwvu Tracking and Request Site. Again, scroll right to the end of the page.

Weatherford Tracking and Request Site > Sourcing Request Site

Sourcing Request Site

ID	Edit	Request Name	Sourcing Project Service Request	Targeted Start Date	Targeted Completion Date
1		Contract upload - Voyager	Sourcing Support Services (See Section Below)	2/18/2011	2/22/2011
2		U/E-MA-Avista Advantage Inc-0203	Sourcing Support Services (See Section Below)	2/18/2011	2/22/2011
3		Contract upload Accenture	Sourcing Support Services (See Section Below)	2/18/2011	2/25/2011
4		Canada WAN RFP	Sourcing Support Services (See Section Below)	2/15/2011	3/31/2011

7. On the far right-hand side of the page, go to the View drop down menu and select All Projects.



8. Expand the Request Status: 8. Cancelled menu to confirm that your project was cancelled.



4.4 GLOBAL SPENDING AND SAVINGS TRACKER (GSST)

The Global Spending and Savings Tracker (GSST) tool is used to track status of a project performance.

In GSST, Xyzyxwvu employees can perform a number of activities.

- Add a new project to GSST
- Edit multiple projects at once
- Display view
- Pull data into an Excel spreadsheet
- Creating new fields and editing current fields within the GSST list
- Creating a new view

GSST Note: Xyzyxwvu employees are only required to fill out the following eleven fields:

1. Project Name
2. Project Owner (Sourcing Owner)
3. Project Business Owner (Business Owner/Stakeholder)
4. Work Region
5. Regional Project Percentages (based on total spend)
6. Project Phase (When you are first entering the project, mark it “planned. When you are closing off the project on the GSST, mark it “completed.”)
7. Sourcing Event Year – Planned
8. Category for Project
9. Planned Project Start Date
10. Planned Project End Date
11. Estimated Annualized spend

4.4.1 ADDING A NEW PROJECT TO GSST

1. Log on to the Xyzzyxwvu Tracking and Request Site at:

a. https://ts1usa.Accdcbhijk.com/sites/Xyzzyxwvu_Portal/default.aspx?PageView=Shared

b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).



c. You will go to the Xyzzyxwvu Tracking and Request Site.

2. In the left-hand sidebar, select Global Spend and Savings Tracker in the left-hand sidebar.



3. Once in the Global Spend and Savings Tracker (GSST) select New.



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4. Fill in all data fields possible.

Project Name *	<input type="text"/> Project Name should follow this naming convention: Sourcing Activity
Accenture Project Owner	<input type="text"/> Please list your Enterprise ID
Weatherford Stakeholders	<input type="text"/>
Work Region	<input type="checkbox"/> Canada <input type="checkbox"/> USA <input type="checkbox"/> Mexico <input type="checkbox"/> Global Please select area of work.
Canadian Regional Project Percentage	<input type="text"/> % If this project is multiregional and includes Canada please list out its regional percentage.
USA Regional Project Percentage	<input type="text"/> % If this project is multiregional and includes USA please list out its regional percentage.
Mexico Regional Project Percentage	<input type="text"/> % If this project is multiregional and includes Mexico please list out its regional percentage.
Global Project Percentage	<input type="text"/> % If this project is multiregional and is a Global project please list out the Global percentage.

1. Required field

2. Required field

3. Required field

4. Required field

Project Status - R/A/G	Green
Project Phase	Planned Current Project State
Current 7step state	<input type="text"/> Please choose what state this project is currently in
Project Summary	<div style="border: 1px solid #ccc; padding: 5px;"><p>A A1 B I U [List Icons]</p><hr/><p>Scope of Work and Outputs Identified</p></div>
Activities Completed Last Week	<div style="border: 1px solid #ccc; padding: 5px;"><p>A A1 B I U [List Icons]</p><hr/></div>
Activities for the Upcoming Week	<div style="border: 1px solid #ccc; padding: 5px;"><p>A A1 B I U [List Icons]</p><hr/></div>
If this project is multiregional and is a Global project please list out the Global percentage.	

5. Required field

Comments	<div style="border: 1px solid #ccc; padding: 5px;"><p>A A1 B I U [List Icons]</p><hr/></div>
----------	--

6. Required field

Sourcing Event Year - Planned	<input type="text"/>
Sourcing Event Year - Executed	<input type="text"/>
GCD	<input type="text"/> Please select the GCD for this project.
Category for Project	<input type="text"/> Please select the category for this project
Subcategory for Project	<input type="text"/> Please choose the subcategory for this project
Planned Project Start Date	<input type="text"/> The planned start date of the project.
Planned Baseline Submission Date	<input type="text"/> Please select the date the baseline document was submitted to be signed
Planned RFP Issued Date	<input type="text"/> Please select the date the RFP will be issued

7. Required field

8. Required field

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Planned Savings Package Submission Date	<input type="text"/> 	9. Required field
		Please select the date the savings package will be completed. This includes the story board, the savings document and Weatherford Legal Signoff.
Planned Project End Date	<input type="text"/> 	
		The planned end date of the project.
Actual Project Start Date	<input type="text"/> 	
Actual Baseline Submission Date	<input type="text"/> 	
		Please select the date the baseline document was signed
Actual RFP Issued Date	<input type="text"/> 	
		Please select the date the RFP was issued
Actual Savings Package Sign Off Date	<input type="text"/> 	
		Please select the date the savings package was signed
Actual Project End Date	<input type="text"/> 	
		The actual end date of the project.
Currency Type	UNITED STATES - USD 	
Type of savings?	<input type="checkbox"/> Competitive Quote <input type="checkbox"/> Price Reduction Through Negotiation <input type="checkbox"/> Alternative/Alliance Agreements <input type="checkbox"/> Volume Discounts / Optimal Economical Quantities <input type="checkbox"/> Market-Based Negotiations / Benchmarking <input type="checkbox"/> Reduced Demand <input type="checkbox"/> Change in Specifications <input type="checkbox"/> Change in Demand Mix <input type="checkbox"/> Lease Versus Buy <input type="checkbox"/> Price Increase Reduction/Elimination <input type="checkbox"/> Cost Avoidance	

Spend and Savings Terms

Detailed Spend and Savings Terms

Estimated Annualized Spend
The total client spend for this project that is available to Accenture.

Unaddressable Spend

Estimated Annualized Savings
Total Planned Savings for this project.

Approved Annualized Spend
Please put in the actual Addressable Baseline Spend

Approved Annualized Savings
Please put the Actual Savings that have been achieved for this project.

Spend Classification

Category Classification Explanation

10. Required field

OK Cancel

5. Select OK at the bottom right-hand part of the page to save your work.



6. Upon selecting the OK button, you will be returned to the main Global Spend and Savings Tracker Site. Select the “+” in front of the Project Phase: option and your GSST project will be displayed.

Weatherford Tracking and Request Site > Global Spend and Savings Tracker
Global Spend and Savings Tracker

The GSST is the project tracking platform used by Weatherford.

ID	Project Name	Project Owner	Project Phase
Count = 336			
Project Phase: (1)			
Count = 1			
391	Test SOP GSST project new	Jorge Sotelo	
Project Phase: Completed (60)			
Project Phase: In Progress (27)			
Project Phase: Planned (104)			
Project Phase: Project Cancelled (146)			

4.4.2 EDITING AN INDIVIDUAL PROJECT

If you need to make updates to a single project or would like to make updates to multiple project simultaneously, the user should use the Edit in Datasheet option. To access the Edit in Datasheet option, the user should follow the steps below.

1. If you have logged off the Xyzyxwvu Tracking and Request Site, log back on at:

a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Portal/default.aspx?PageView=Shared

b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).



c. You will go to the Xyzyxwvu Tracking and Request Site.

2. In the left-hand sidebar, select Global Spend and Savings Tracker.



3. Once in the Global Spend and Savings Tracker (GSST), scroll to the right-hand side of the page.

Under View, select Project View.



4. Find your project by expanding each Project Phase by selecting the '+' icon.

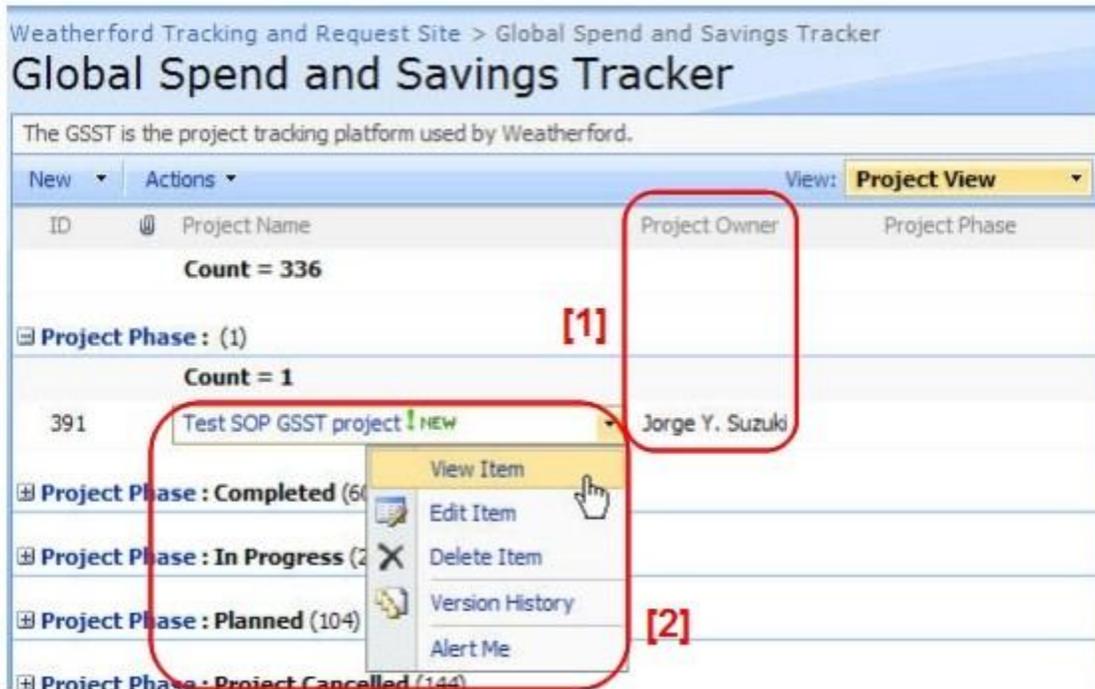


5. Find your project by name and find the drop down menu associated with that project to the right of the project name. Select Edit Item.



6. Make your update(s) in the appropriate fields and select OK at the top or bottom of the page.
7. You can confirm your change has been made in one of two ways.
8. Some of the GSST data is visible in the view displayed on the main Global Spend and Savings Tracker Site (see [1] below).

9. However, if the edit was made to a field that is not displayed on the main page, you can select the drop down menu next to the project name and select View (see [2] below). The fields in the GSST project will be displayed.



4.4.3 EDITING MULTIPLE PROJECTS SIMULTANEOUSLY

If the user needs to make updates to a single project or to multiple projects, he/she can choose to use the Edit in Datasheet option. The Edit in Datasheet provides access to all project data in a quick-and-easy to use spreadsheet.

To access the Edit in Datasheet option . . .

1. If you have logged off the Xyzyxwvu Tracking and Request Site, log back on at:
 - a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Portal/default.aspx?PageView=Shared

- b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).



- c. You will go to the Xyzyxwvu Tracking and Request Site.

2. In the left-hand sidebar, select Global Spend and Savings Tracker.



- Once in the Global Spend and Savings Tracker (GSST) select Action, then Edit in Datasheet.



- Make your changes in the datasheet.

Weatherford Tracking and Request Site > Global Spend and Savings Tracker

Global Spend and Savings Tracker

The GSST is the project tracking platform used by Weatherford.

New Actions

ID	Project Name	Project Owner	Project Phase
130	Fuel - Project 54		Project Cancelled
131	Main - Project 55		Project Cancelled
132	Tires - Project 56		Project Cancelled
135	PLACEHOLDER - Utilities - 2011 Canada Natural Gas Fixed Contract (Alberta)		Project Cancelled
136	PLACEHOLDER - Utilities - Remaining Texas Ut Review - Ex Fort Worth Facilities		Project Cancelled
142	Wireless Maintenance spend	Jeff Hunter	Project Cancelled
143	PLACEHOLDER - Telecom Managment Reporting Tool		Project Cancelled
144	MRO Opti-Belt	beverly.burnett	Project Cancelled
145	PLACEHOLDER - Global Hydraulics	beverly.burnett	Project Cancelled
146	PLACEHOLDER - Cloverdale Paint		Project Cancelled
149	PLACEHOLDER - Small Supplier Consolidation		Project Cancelled
155	PLACEHOLDER - Canada Due Diligence Accounting and Audit		Project Cancelled
156	PLACEHOLDER - Due Diligence Architects & Engineers		Project Cancelled
157	PLACEHOLDER - Canada Consulting Due Diligence		Project Cancelled
158	PLACEHOLDER - Canada Financial Services Due Diligence		Project Cancelled
Total		331	

- Editing project data in a datasheet does not require selecting a Save or OK button. The user simply makes the change in the data cell. Once the data cell is deselected, the new data is retained by GSST.

4.4.4 PULLING DATA INTO AN EXCEL SPREADSHEET

You can pull any information from the GSST into an Excel spreadsheet.

1. If you have logged off the Xyzyxwvu Tracking and Request Site, log back on at:

- a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Portal/default.aspx?PageView=Shared
- b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).



- c. You will go to the Xyzyxwvu Tracking and Request Site.

2. In the left-hand sidebar, select Global Spend and Savings Tracker.



3. Once in the Global Spend and Savings Tracker (GSST) select Action, then select Export to Spreadsheet.

4. Save the spreadsheet to your hard drive.



4.4.5 Cancelling Projects in the Global Spend and Savings Tracker

1. If you have logged off the Xyzyxwvu Tracking and Request Site, log back on at:

- a. https://ts1usa.Accdcbhijk.com/sites/Xyzyxwvu_Portal/default.aspx?PageView=Shared
- b. Select your username in the drop down menu and enter your password.

Note: first-time login attempts will require the user to manually enter the path and a forward slash (uppercase DIR and '\') and their user name: (e.g., DIR\user_name).

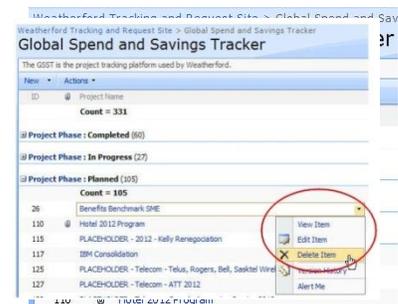


- c. You will go to the Xyzyxwvu Tracking and Request Site.

2. In the left-hand sidebar, select Global Spend and Savings Tracker.



3. Find your project by expanding each Project Phase by selecting the '+' icon.



4. Find your project by name and select the drop down menu associated with that project to the right of the project name. Select Edit Item.

Weatherford Tracking and Request Site > Global Spend and Savings Tracker

Global Spend and Savings Tracker

The GSST is the project tracking platform used by Weatherford.

New ▾ Actions ▾

ID	Project Name
Count = 331	
Project Phase : Completed (60)	
Count = 60	
2	Legal/LCC Invoice Review/Wave 1
6	HR/Contingent Labor/Wave I
7	Utilities - US, TX - Electricity
8	Telecom/Wireless/US-TEM
13	Utilities - Canada Electricity (Alberta) (Fixed Rate)
14	DTLT, Intel Server, Shrinkwrap, Peripherals
15	USA Express Services-FEDEX, UPS, DHL, Purolator
16	Coffee and Water Services
17	Office Supplies and Services
22	Utilities - Canada Natural Gas Spot Market Bundled Sites (Alberta)
23	Accounting and Audit / Expat Tax (Deloitte / KPMG review)
25	Background Check and Drug Screen(Global) / HR
34	Telecom/Wireless/Canada-Sasktel
38	Uniform Services

- View Item
- Edit Item**
- Delete Item
- Version History
- Alert Me

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When the editable fields appear (below), scroll down [1] until you find the Project Phase Field [2].

Weatherford Tracking and Request Site > Global Spend and Savings Tracker > Office Supplies and Services > Edit Item
Global Spend and Savings Tracker: Office Supplies and Services

OK Cancel

Attach File X Delete Item Spelling... * Indicates a required field

Project Name * Office Supplies and Services

Project Owner john

Project Phase

Completed
Planned
In Progress
On Hold
Project Cancelled
Completed

Current 7step State

Project Overview

Consolidate and Negotiate Office Supplies and Equipment. Currently 4 major suppliers and many minor suppliers. Two of the major suppliers are now the same company. Canada and US spend should be leveraged.

Activities Completed Last Week

01-07 July
Savings doc resubmitted after validation of savings.
Staples contract resubmitted to WFT Legal for review.
24-30 June
Savings docs revised and resubmitted to WFT. Met with stakeholders to discuss results; numerous discussions

Activities for the Upcoming Week

Staples agreement under review with WFT Legal, Roy Mitchell.
Contract termination letter to be drafted.
Aquiring signatures on savings document.
Forward Staples agreement and country addendums after Legal's approval and obtain necessary signatures.

Project Actions - Risk - Issue - Escalation

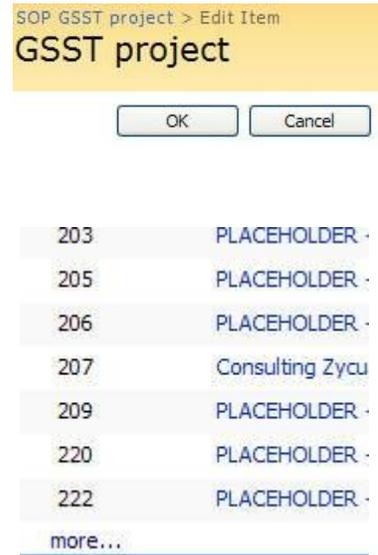
Comments

Going back to OfficeMax and ask why they didn't bid alternates in US and most likely have them resubmit their bid.

Sourcing Event Year - Planned

5. Go to the drop down menu and select Project Cancelled [2] above.
6. **IMPORTANT:** In the Comments field, document the reason for the project cancellation [3].

7. Select the OK button at the top or bottom right-hand portion of the page.



8. When you select OK, you will be returned to the main Global Spend and Savings Tracking Site. Expand the Project Phase: Project Cancelled list by selecting the “+” in front of it.

Note: the Project Phase: Project Cancelled list is often long. If you do not see your project listed among the other cancelled projects, note the More . . . link to go to the second page of the list.

Your cancelled project should be found in the list.

4.5 SPEND ANALYSIS

Spend analysis is the pre-work required to support sourcing events and/or category management. It includes data download from Zycus, segregation of spend, analysis of the spend patterns, and the generation of the spend report for specific categories or suppliers.

Please refer to Appendix B for the Spend Analysis Process Flow or the Xyzyxwvu-Accdcbhijk Procurement Outsourcing Services SharePoint site to review the specific Xyzyxwvu tasks in the process.

4.5.1 PRE-WORK IN SPEND ANALYSIS

The Offshore Team will require the following inputs during the Spend Analysis Process.

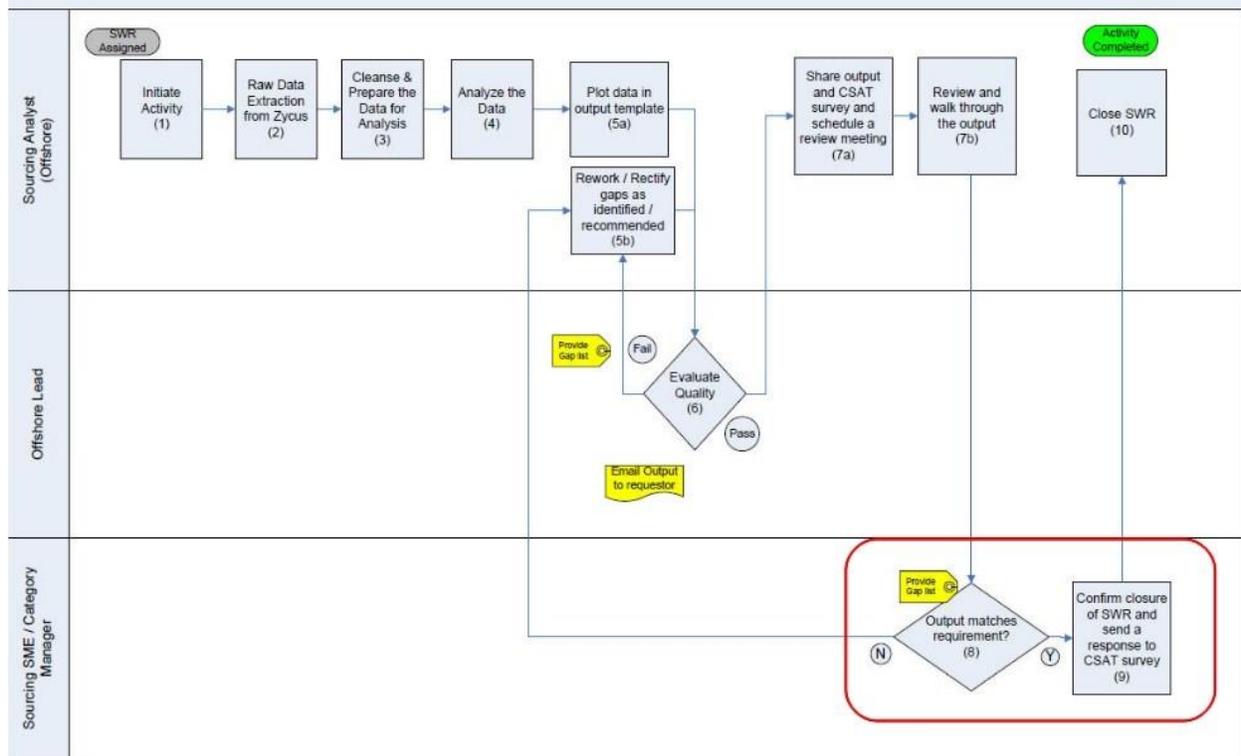
1. Sourcing Work Request (SWR)
2. The additional inputs can be added into the comments field on the SWR (see 4.3.1, Step 8, Field 16).
 - The number of months/years required for the Spend Analysis.
 - Any Specific Xyzyxwvu Location or Business Unit
 - Any specific requirements or comments

The Offshore Team will contact the Category Manager for clarification or missing data if necessary. In addition, a meeting can be scheduled to assist in clarification.

4.5.2 THE CATEGORY MANAGER'S ROLE IN SPEND ANALYSIS

The Category Manager plays a support role in the Spend Analysis Process. As shown below, the majority of the process is performed by the Offshore Team.

Weatherford – Spend Analysis Process Map



1. The Category Manager initiates the process by submitting the Sourcing Work Request.
2. The SWR should include requirement details in the comment section. If required a meeting may be scheduled to gain clarification.
3. The Offshore Spend Analyst provides the Spend Analysis Report to the Category Manager. There is a meeting scheduled by the Offshore Team to review the output with the Category Manager.
 - a. If the data DOES meet the requirements of the project, the Category Manager accepts the output with the Sourcing Analyst by sending a confirmation email.
 - b. If the data does NOT meet the requirements of the project, the Sourcing Analyst is informed of the gaps. The Sourcing Analyst and the Offshore Lead interact and resolve any gaps and resubmit the data for another review.
4. The Category Manager provides a response to the CSAT, and the SWR is closed.

4.6 MARKET ANALYSIS

The Market Analysis Process provides market analytics to support sourcing events and category management. It includes the study of market size and trends, growth rate, market segmentation, and top vendor profiling. In addition, the Market Analysis will define current Market conditions specific to Xyzyxwvu.

Please refer to Appendix B for the Market Analysis Process Flow or the Xyzyxwvu-Accdcbhijk Procurement Outsourcing Services SharePoint site to review the specific Xyzyxwvu tasks in the process.

4.6.1 PRE-WORK FOR MARKET ANALYSIS

The Offshore Team will require the following inputs during the Market Analysis Process.

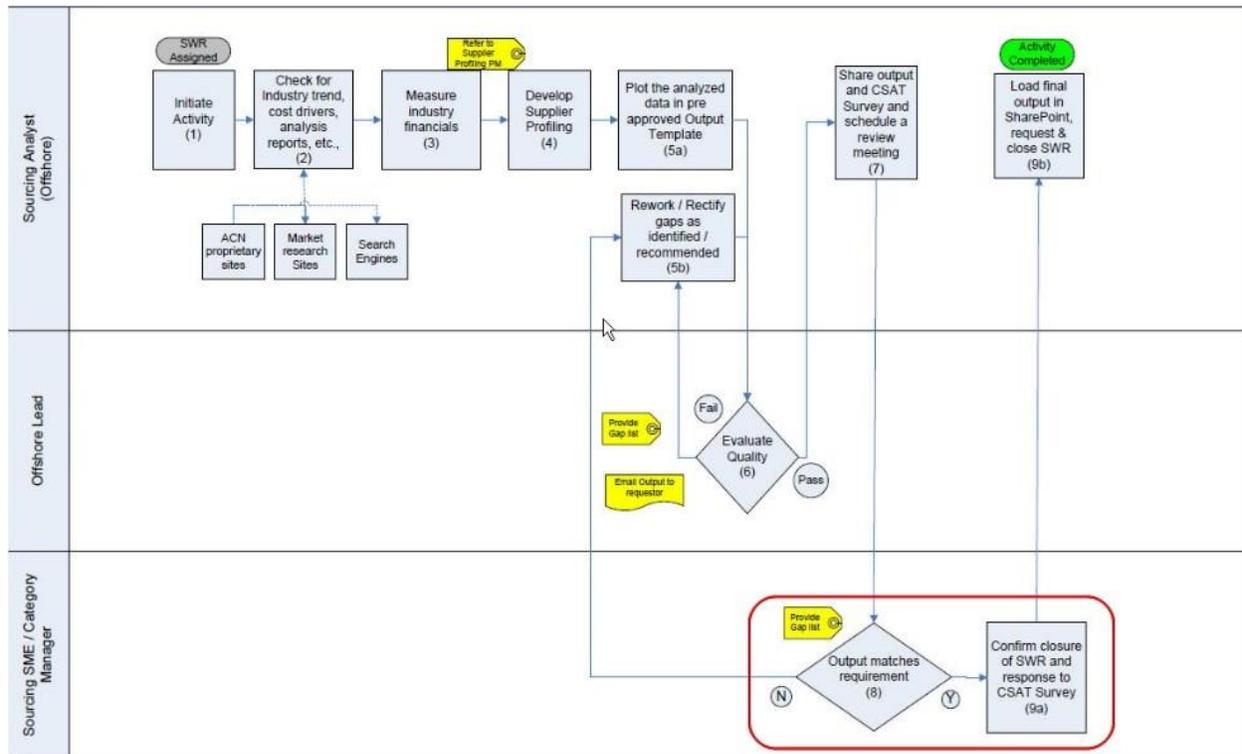
1. Sourcing Work Request
2. The additional inputs can be added into the comments field on the SWR (see 4.3.1, Step 8, Field 16).
 - Requirements According to Market Location
 - Any Additional Market Requirements or Comments

If there are any questions, the Offshore Team will respond to the Category Manager for clarification. A kickoff call can be scheduled to gain clarification.

4.6.2 THE CATEGORY MANAGER'S ROLE IN MARKET ANALYSIS

The Category Manager plays a support role in the Market Analysis Process. As shown below, the majority of the process is performed by the Offshore Team.

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1. The Category Manager initiates the process by submitting the Sourcing Work Request.
2. The Market Analysis Process for the Category Manager begins when the Category Manager is invited to a meeting called by the Sourcing Analyst to review the Market Analysis data.
 - a. If the data DOES meet the requirements of the project, the Category Manager accepts the output from the Sourcing Analyst by sending a confirmation email.
 - b. If the data does NOT meet the requirements of the project, the Sourcing Analyst is informed of the gaps. The Sourcing Analyst and the Offshore Lead interact and resolve any gaps and resubmit the data for another review.
3. The Category Manager provides a response to the CSAT, and the SWR is closed.

4.7 ELECTRONIC REQUEST FOR X (ERFX)

ERFX is the process used to solicit a bid from multiple suppliers. This can include a request for a proposal (RFP), request for quotation (RFQ) or request for information (RFI).

Please refer to Appendix B for the eRFx Process Flow or the Xyzzyxwvu-Accdcbhijk Procurement Outsourcing Services SharePoint site to review the specific Xyzzyxwvu tasks in the process. Also, please refer to Appendix D for a description of high-level roles and responsible in eRFx Process

4.7.1 PRE-WORK FOR ERFX

The Offshore Team will require the following inputs to initiate the eRFx Process:

1. Sourcing Work Request
 - a. Supplier(s) Name
 - b. Supplier(s) Contact Details
 - c. Category Details
 - d. Project Plan
2. Type of activity:
 - a. eRFx
 - b. E-Auction

Note: The Category Manager can choose from either of the activities mentioned above

3. Non-Disclosure Agreement
4. Scorer and Stakeholder Details
5. Questions to be scored and their ranking methodology
6. Pricing Template
7. Event-Specific Scope document

The required inputs can be added into the Comments field on the SWR (see 4.3.1, Step 8, Field 16).

4.7.2 THE CATEGORY MANAGERS' ROLE IN THE ERFX PROCESS

1. The Category Manager initiates the eRFx process by raising an SWR.
(See 4.3.1 Creating a New Sourcing Work Request in this document.)
2. To identify the output of the project the Category Manager should identify the suppliers and the purpose of the project. The Category Manager could think about the following questions to help determine the objective of the project:
 - Is there a Compliance Plan for this supplier?
 - Is the Sourcing Project a part of the GSST identified projects?
 - In which region is the support extended by the supplier:
US/Canada/Mexico/Global?
 - Is the contract terminating and a renegotiation scheduled for the supplier?
3. Next, the Category Manager is invited to a Project Kickoff Meeting by the Offshore Team. The Category Manager introduces the project and explains the project plan and details to the Offshore Team
4. Following the Kick-Off Meeting, the Category Manager along with the Off Shore Team will facilitate the Emptoris eRFx training to the Scorer group.
5. The Offshore Team begins to process the request and issue the eRFx to the candidate supplier via Emptoris. If the supplier has questions they can post them on Emptoris. The Off Shore Team will consolidate these queries and the Category Manager will respond with the necessary explanations/answers regarding the eRFx.
6. After receiving the response to the eRFx, the Category Manager, together with the Offshore Team, facilitates and conducts an evaluation of the responses in Emptoris.
7. Once the analysis is complete, the Sourcing Analyst shares with the Category Manager the Scorecard and sets up a review meeting. The Category Manager validates the analysis to ensure that the output meets the requirements of the project. Refer to point 3 for the strategy that the Category Manager had developed. In an event that there is an e-Auction to be conducted, the Category Manager along with the Sourcing Analyst shall discuss the following:
 - a. Base Price – Initial Bid/RFP Price
 - b. Finalized list of Supplier(s) for the bidding

- c. Event timelines and bidding rules of conduct
 - d. Event lot size(s) – Event strategy
-
- 8. Prepare an event and conduct training to the supplier(s). Conduct the event and present the analysis.
 - 9. The Category Manager will determine the next steps for the Level 1/Level 2 supplier, award the contract, and confirm event closure.

4.8 CONTRACT ADMINISTRATION

The Category Manager performs two key functions in the Contract Administration Process:

- Contract Upload
- Contract Termination

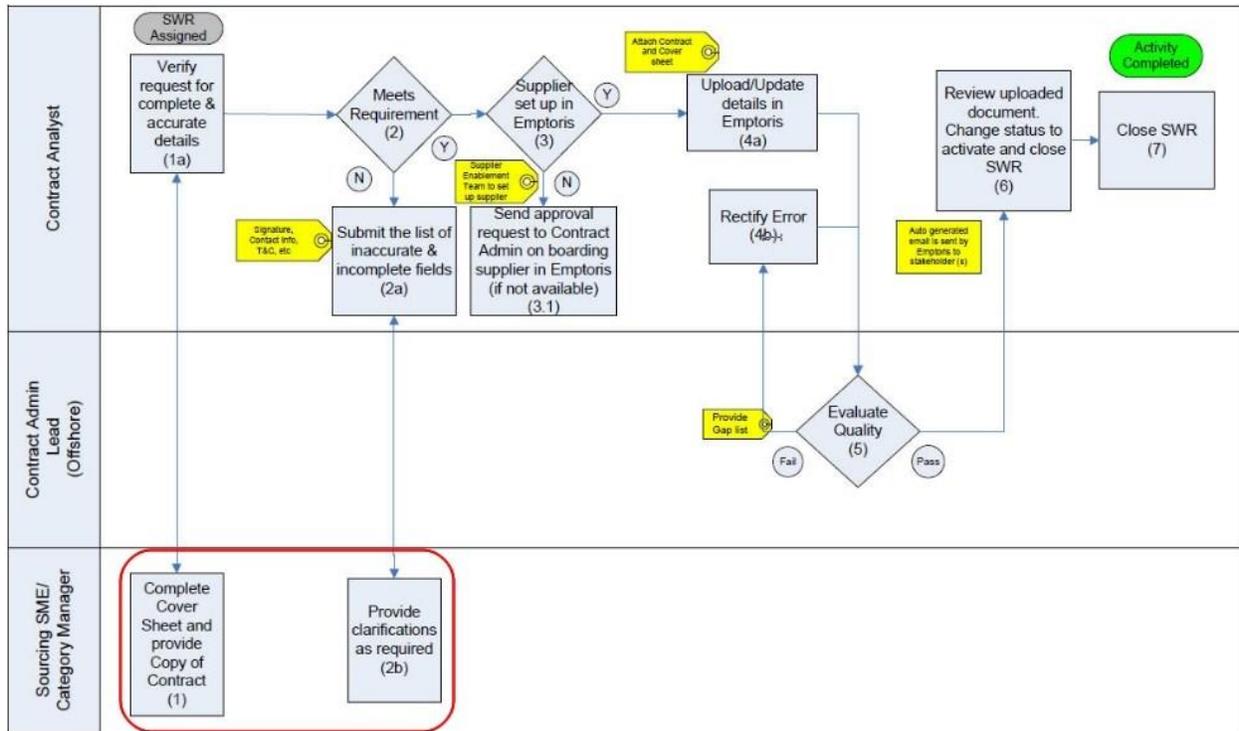
4.8.1 PRE-WORK FOR CONTRACT UPLOAD

In order for the Category Manager(s) to perform their role in the Contract Administration process, she/he will be requested to provide key inputs in the Contract Upload Process. Below is a list of things required to perform the Contract Upload Process.

- Sourcing Work Request
- Scanned Copy of the Signed Contract (.pdf format)
- Contract Cover Sheet (required information communicated on the Cover Sheet are described below (see 4.8.3 The Contract Cover Sheet)).

4.8.2 THE CATEGORY MANAGER’S ROLE IN CONTRACT UPLOAD

The Category Manager plays a support role in the Contract Administration Process. As shown below, the Category Manager completes the Contract Cover Sheet (see 4.8.3) and provides a copy of the signed contract (see 4.3.1, Step 4, Field 9 on how to attach documents to the Sourcing Work Request).



If the Offshore Team finds that there are data inaccuracies or missing data, the Category Manager is contacted to provide the missing information. There can be a series of interactions between the Offshore Team and the Category Manager in this context.

Once the contract is uploaded and the status is changed to “Active” the SWR is closed.

Xyzyxwvu Engagement with Accenture Procurement Outsourcing Services

4.8.3 THE CONTRACT COVER SHEET

The Category Manager is responsible for filling out the Contract Cover Sheet. As can be seen below, the Contract Cover Sheet is a simple form (copy attached in Appendix A) with mandatory fields clearly marked. The Contract Cover Sheet also has a tab of instructions that can be referenced when filling out the form. When complete, the form is attached as a document with the Sourcing Work Request (see 4.3.1, Step 4, Field 9)

Weatherford Contract Checklist (Version 7.X)

This form is a mandatory requirement and will be the basis for uploading documents into Emptoris.

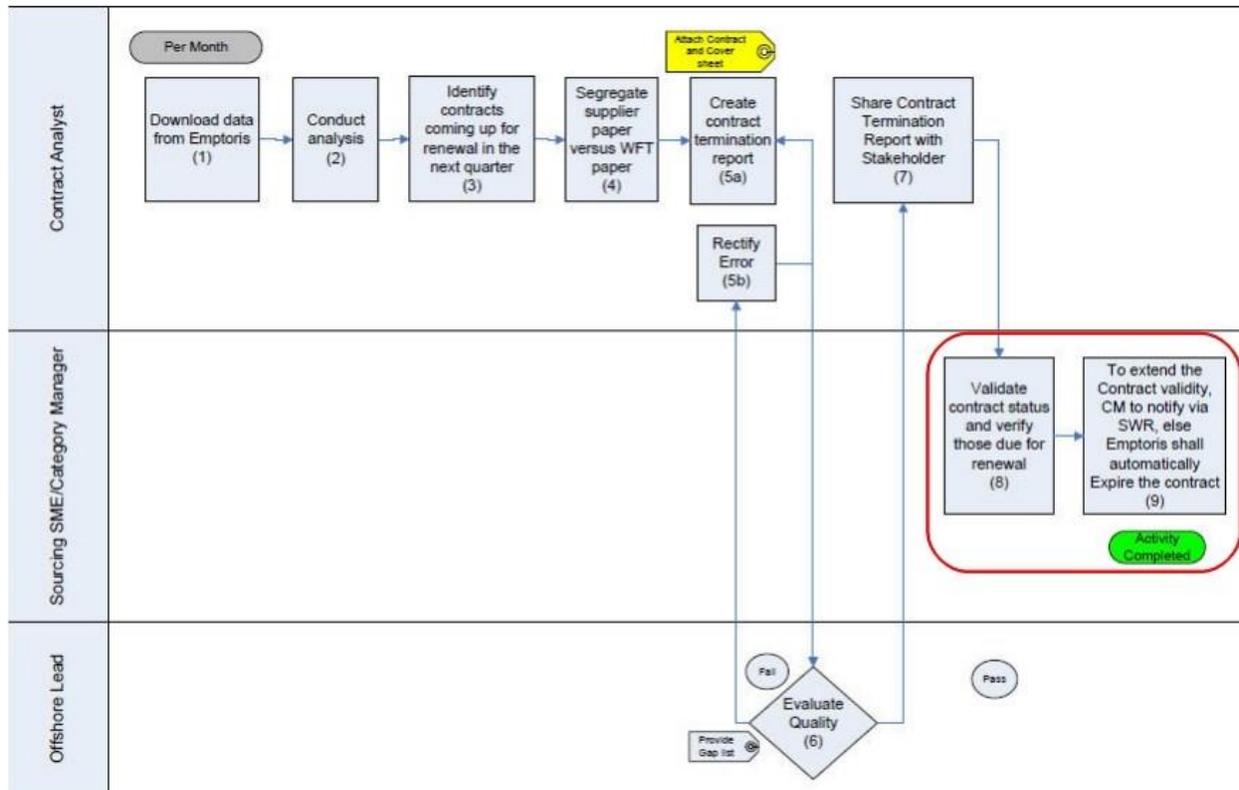
Once completed please attach to the appropriate SWR together with the Signed Contract Copy

BASIC INFORMATION			
1	Your Name	<input type="text"/>	MANDATORY
2	Region	<input type="text" value="USA & Canada & MX"/>	MANDATORY (Use Dropdown option)
3	Master Contract	<input type="text"/>	OPTIONAL
4	Contract Type	<input type="text" value="Amendment"/>	MANDATORY (Use Dropdown option)
5	Supplier Name	<input type="text"/>	MANDATORY
6	Contract Name	<input type="text" value="MRC-Amend - 0211"/>	FIELD INPUTS ARE AUTOPOPULATED
7	Description	<input type="text"/>	MANDATORY
8	Keywords	<input type="text"/>	OPTIONAL
9	Language	<input type="text" value="English"/>	MANDATORY (Use Dropdown option)
10	Currency	<input type="text" value="USD"/>	MANDATORY (Use Dropdown option)
11	Contract ID	<input type="text" value="USIC&MX - 0211"/>	FIELD INPUTS ARE AUTOPOPULATED
12	Legal Department Contact	<input type="text"/>	MANDATORY - Last name, First Name
13	Does the contract contain a break clause?	<input type="text" value="Yes"/>	MANDATORY (Use Dropdown option)
14	Is there an accompanying Service Level Agreement?	<input type="text" value="No"/>	MANDATORY (Use Dropdown option)
15	Contract Payment Terms	<input type="text"/>	MANDATORY
16	Contract Total Amount	<input type="text"/>	OPTIONAL
17	Business Unit	<input type="text" value="Indirect - MRC"/>	MANDATORY (Use Dropdown option)
18	Does the contract have a clause on Rebates for Weatherford ?	<input type="text" value="No"/>	MANDATORY (Use Dropdown option)
19	What is the frequency of capturing rebates ?	<input type="text" value="Monthly"/>	MANDATORY (Use Dropdown option)
20	Will the supplier be scheduled for SPM ?	<input type="text" value="Yes"/>	MANDATORY (Use Dropdown option)
KEY CONTRACT DATES			
21	Is this contract a Evergreen Contract ?	<input type="text" value="No"/>	MANDATORY (Use Dropdown option)
22	From Effective Date	<input type="text" value="1-Feb-11"/>	MANDATORY - DD-MMM-YY e.g. 30-Mar-11
23	Validity Of Contract (Years)	<input type="text"/>	MANDATORY - FOR EVERGREEN CONTRACTS, LEAVE FIELD BLANK
24	Contract Termination Date/ Evergreen Contract Review Date	<input type="text" value="1-Feb-11"/>	FIELD INPUTS ARE AUTOPOPULATED
BUSINESS RULE			
26	Advance Notification to Buyer prior to Contract Termination Date (in days)	<input type="text" value="60 Days"/>	MANDATORY (Use Dropdown option)
CONTRACT TEAM MEMBER			
27	First Name	<input type="text"/>	MANDATORY
28	Last Name	<input type="text"/>	MANDATORY

When complete, save the cover sheet on your hard drive and remember the location. You will need to attach it to the SWR. (See 4.3.1, Step 4, Field 9.)

4.8.4 THE CATEGORY MANAGER’S ROLE IN TERMINATION OF A CONTRACT IN EMPTORIS

The Category Manager has a small but significant role in the Contract Termination Process.



When the contract is due for termination, Emptoris shall automatically inform the Category Manager and buyer via an auto email (see field 26 in the Contract Cover Sheet [4.8.3 above]). In addition to this, the Offshore Team shall also publish a Contract Termination Report and send it to the Category Manager and the Country Leads by the fifth working day of every month for their review.

- The Category Manager is notified that the contract is to be terminated.
- The Category Manager is asked to review the Termination Report to confirm contract termination.

Based on the confirmation from the Category Manager(s), the contracts are terminated or extended, and Emptoris will automatically terminate the contract on the termination date.

If there is a new termination date, please follow the contract upload process (above).

4.8.4.1 EVERGREEN CONTRACTS

Annually, the Category Manager is contacted to review a list of Evergreen Contracts. The Category Manager reviews the list of contracts and identifies the contract as Active or Inactive. Based on the confirmation from the Category Manager, the Offshore Team will terminate the contract or extend the Contract Termination date in Emptoris.

4.9 SUPPLIER PERFORMANCE MANAGEMENT

Supplier Performance Management (SPM) is a structured framework for supplier analysis, problem identification, and resolution tracking of overall performance, including price compliance, savings compliance, and spends compliance.

Please refer to Appendix B for the SPM Process Flow or the Xyzyxwvu-Accdcbhijk Procurement Outsourcing Services SharePoint site to review the specific Xyzyxwvu tasks in the process. Also, please refer to Appendix D for a description of the high-level roles and responsible in the Supplier Performance Management Process.

4.9.1 PRE-WORK FOR SPM

The Offshore Team will require the following inputs to initiate the Supplier Performance Management Process.

1. Type of SPM
 - a. Price Variance Analysis
 - b. Spend Compliance
 - c. Contract Compliance
 - d. Savings Analysis
 - e. CSAT survey

Note: The Category Manager can choose from any of these options or a combination of the above.

2. Supplier(s) Contact Details
3. Target Audience List (CSAT only)
4. CSAT Questionnaire: List of questions to be used to understand the likely inputs from the user/buyer (CSAT Only)

The required inputs can be added into the Comments field on the SWR (see 4.3.1, Step 8, Field 16).

The Offshore Team will contact the Category Manager for clarification or missing data if necessary. In addition, a meeting can be scheduled to assist in obtaining the clarification or missing data.

4.9.2 THE CATEGORY MANAGERS' ROLE IN THE SUPPLIER PERFORMANCE MANAGEMENT PROCESS

(The Category Manager is directed to Appendix B to view the SPM Process Flow. Numbers referenced below will refer to the task numbers in the process flow.)

1. The Category Manager initiates the SPM process by raising an SWR (see 4.3.1 Creating a New Sourcing Work Request in this document).
2. To identify the output of the SPM Project the Category Manager should identify the supplier and the purpose of the project.
3. Next, the Category Manager and supplier are invited to a Project Kickoff meeting by the Offshore Team. The Category Manager introduces the supplier to the Offshore Team and explains the SPM process and activities to the supplier. Step 5 is also when the Data Collection Template (DCT) shall be discussed with the supplier.

It is in the best interest of the Category Manager to give attention to the requirements and schedule even at this early stage of the process. The Category Manager will be included on all communications with the supplier so they are informed of the progress and issues of the project. In addition, a weekly SPM Status Review meeting is held with the Category Managers and Country Leads.

3. Following the kick-off meeting between the SPM Analyst and the supplier, the next task that the Category Manager performs is receiving, reviewing, and approving the list of questions in the CSAT questionnaire (step 7.2 below) – (CSAT only).
4. Once approved, the SPM Analyst will release the CSAT Survey (step 7.3) to the target audience.
5. During this period of time, data is provided by the supplier to the SPM Analyst. If the data received from the supplier is incomplete or incorrect, the SPM Analyst will make attempts to gather additional or correct data. However, if the SPM Analyst is unable to obtain such data, the issue will be referred to the Category Manager for resolution. (See step 10a).
6. Once the analysis is complete (steps 11 and 12, not shown), the SPM Analyst shares with the Category Manager the Scorecard and sets up a review meeting (step 13). The Category Manager validates the Scorecard to ensure that the Scorecard meets the requirements of the project (step 13a).

7. The Category Manager uses the accepted Scorecard as a communication device to share results to the project's stakeholders. Any outstanding issues are recorded, which the Category Manager communicates to the supplier (step 17).
8. The supplier then creates an Action Plan to resolve the outstanding issues (step 18, not shown. See full process flow in Appendix B).
9. The Category Manager reviews the supplier's action plan and agrees to it (step 20).
10. The Category Manager owns the relationship with the project's stakeholder(s). Communication of the Action Plan to the stakeholder(s) (step 21) is performed by the Category Manager.
11. The Category Manager should note that resolution from the Action Plan is not tracked beyond the SPM process flow. The Category Manager is responsible for the Xyzyxwvu-supplier relationship, and he/she should work with the supplier for the successful completion of the Action Plan.
12. The Category Manager will be notified to complete a Customer Satisfaction Survey for the project completion (steps 21-22). This is to provide feedback to the Offshore Team on their performance on this project

Note: this survey should not be confused with the CSAT survey issues in steps 7.1-7.3.
13. The Category Manager provides his/her response to the feedback CSAT, and the SWR is closed.

APPENDIX A

Process Forms

The following forms are necessary for Xyzzyxwvu employees, consultants, or contractors to perform for Xyzzyxwvu in support of Accdcbhijk Procurement Outsourcing Services.

- Contract Cover Sheet, v7; Appendix A, Page 2
- Xyzzyxwvu Supplier Buyer User Template; Appendix A, Page 3
- Opportunity Assessment; Appendix A, Page 4

CONTRACT COVER SHEET, v7

Access file here:



Microsoft Office
Excel 97-2003 Worksl

Weatherford Contract Checklist (Version 7.X)

This form is a mandatory requirement and will be the basis for uploading documents into Emprints.

Once completed please attach to the appropriate SVR together with the Signed Contract Copy

BASIC INFORMATION

1	Your Name		MANDATORY
2	Region	USA & Canada & MK	MANDATORY (Use Dropdown option)
3	Master Contract		OPTIONAL
4	Contract Type	Amendment	MANDATORY (Use Dropdown option)
5	Supplier Name		MANDATORY
6	Contract Name	MISC-Amend - 0211	FIELD INPUTS ARE AUTOPOPULATED
7	Description		MANDATORY
8	Keywords		OPTIONAL
9	Language	English	MANDATORY (Use Dropdown option)
10	Currency	USD	MANDATORY (Use Dropdown option)
11	Contract ID	USPCRMK - 0211	FIELD INPUTS ARE AUTOPOPULATED
12	Legal Department Contact		MANDATORY - Last name, First Name
13	Does the contract contain a break clause?	Yes	MANDATORY (Use Dropdown option)
14	Is there an accompanying Service Level Agreement?	No	MANDATORY (Use Dropdown option)
15	Contract Payment Terms		MANDATORY
16	Contract Total Amount		OPTIONAL
17	Business Unit	Indirect - MPD	MANDATORY (Use Dropdown option)
18	Does the contract have a clause on Rebates for Weatherford ?	No	MANDATORY (Use Dropdown option)
19	What is the frequency of capturing rebates ?	Monthly	MANDATORY (Use Dropdown option)
20	Will the supplier be scheduled for SPM ?	Yes	MANDATORY (Use Dropdown option)

KEY CONTRACT DATES

21	Is this contract a Evergreen Contract ?	No	MANDATORY (Use Dropdown option)
22	From Effective Date	1F2b-11	MANDATORY - DD-MMM-YY e.g. 30-Mar-11
23	Validty Of Contract (Years)		MANDATORY - FOR EVERGREEN CONTRACTS, LEAVE FIELD BLANK
24	Contract Termination Date/ Evergreen Contract Review Date	1F2b-11	FIELD INPUTS ARE AUTOPOPULATED

BUSINESS RULE

26	Advance Notification to Buyer prior to Contract Termination	60 Days	MANDATORY (Use Dropdown option)
----	---	---------	---------------------------------

CONTRACT TEAM MEMBER

27	First Name		MANDATORY
28	Last Name		MANDATORY

XYZZYXWVU SUPPLIER BUYER USER TEMPLATE

Access file here:



Microsoft Office
Excel 97-2003 Worksl

Note: The fields in the Xyzzyxwvu Supplier Buyer User Template are reproduced below. However, it is recommended that you access the standard form on the Xyzzyxwvu-Accdcbhijk Sharepoint site.

BUYER/USER SETUP TEMPLATE

All Red Fields Mandatory

Note: This worksheet should be completed by Category or Business Unit Leads

When you are undertaking a sourcing exercise and you need to add a new buyer user, please complete the following information.

Role	Business Unit	Title	First Name	Family Name

Login Name	E-mail	Work Phone Number
	-	

Alternative Phone Number	Fax	Preferred Language

Enable External E-mail Notification	Time Zone

OPPORTUNITY ASSESSMENT FORM

Access file here:



Microsoft Office
Excel 97-2003 Workbooks

1. OPPORTUNITY OVERVIEW				
Date:				
Project Name:				
Detailed Objectives and Scope of Project:				
Category:				
Sub-Category:				
Accdcbhijk Procurement Project Lead				
Xyzyzxwvu Business Owner:				
Xyzyzxwvu Project Owner:				
Geographical Scope:				
2. CONFLICT OF INTEREST CHECK				
Does Xyzyzxwvu have any known conflict of interest with any known suppliers for this commodity? (If so please detail)				
3. HISTORICAL DATA				
Annual Spend:				
Annual Spend Description:				
Current Specifications and Processes:				
Any known risks or issues with Spend Data?				
4. SAVINGS METHODOLOGY				
Estimated Savings per annum %				
Savings Detail		Savings Type		Cost Type
Outline the methodology to determine the Projected Savings and/or Other				

5. TIMELINES & RESOURCES						
Estimated length of Project						
Required Completion Date						
Xyzyxwvu Procurement Recourse Required						
6. AGREED OUTPUTS						
Please Highlight any Agreed upon Outputs for Project	Work Plan	External Industry Supplier Profile	Sourcing Strategy	Supplier Evaluation Matrix	Benefits and Savings Document	Category Mgt. Transition Plan
	Detailed Spend Data	TCO Model	RFI	Scoring Report	Storyboard	Other:
	As-Is Process Flow	Baseline Document	RFQ	Negotiation Plan	Project Implementation / Transition	Other:
	Internal Category Profile	To-Be Process Flow	RFP	Sourcing Recommendation	Contract Compliance	Other:
7. ADVANTAGES OF INITIATIVE						
Briefly outline some of the main advantages for the undertaking of this project						
8. ISSUES						
Outline any issues surrounding the project that could impact upon the delivery of the projected savings						
9. REVIEW & APPROVALS						
	SIGNATURE			DATE		
Xyzyxwvu Director Global Indirect Procurement Lead						
Xyzyxwvu Country Indirect Procurement Lead						
Xyzyxwvu Business Owner						
Accdcbhijk Sourcing Lead						

APPENDIX B – PROCESS FLOWCHARTS

Flowchart Access

- Sourcing Work Request Process Map



Adobe Acrobat
Document

- Spend Analysis Process Map



Adobe Acrobat
Document

- Market Analysis Process Map



Adobe Acrobat
Document

- eRFx Process Map



Adobe Acrobat
Document

- Contract Administration: Contract Upload
Process Map



Adobe Acrobat
Document

- Contract Administration: Contract
Termination Process Map



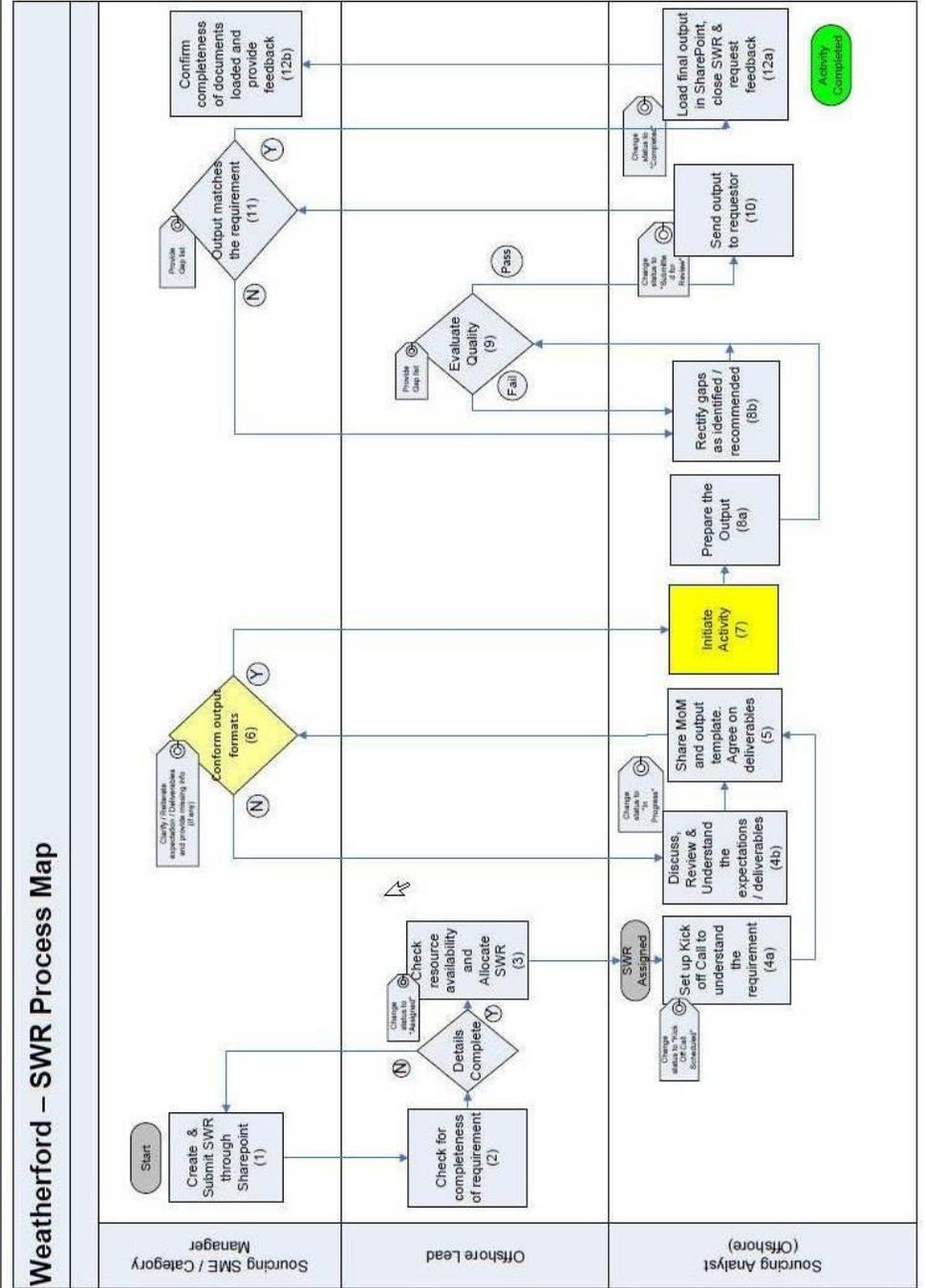
Adobe Acrobat
Document

- Supplier Performance Management Process
Map

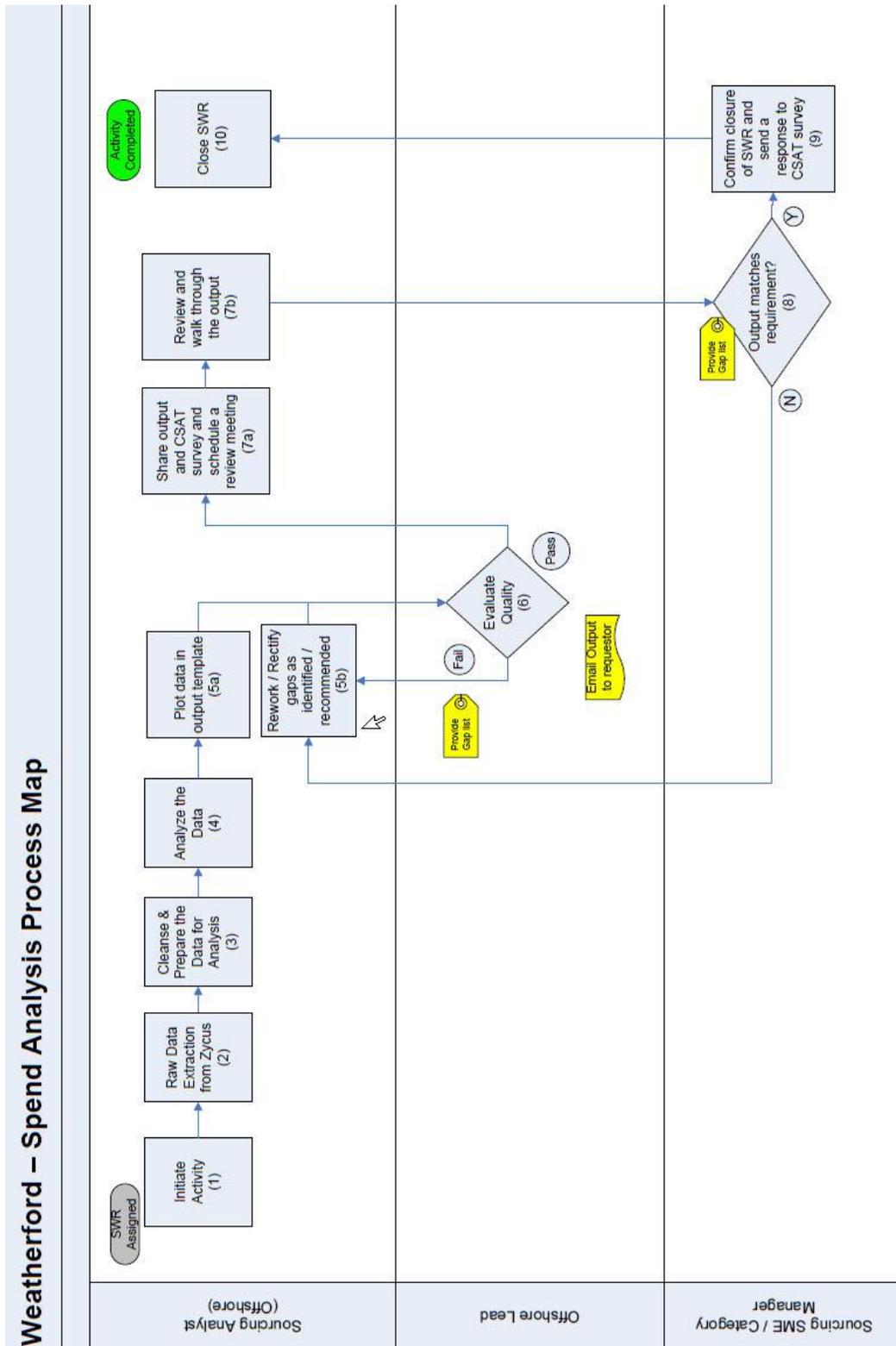


Adobe Acrobat
Document

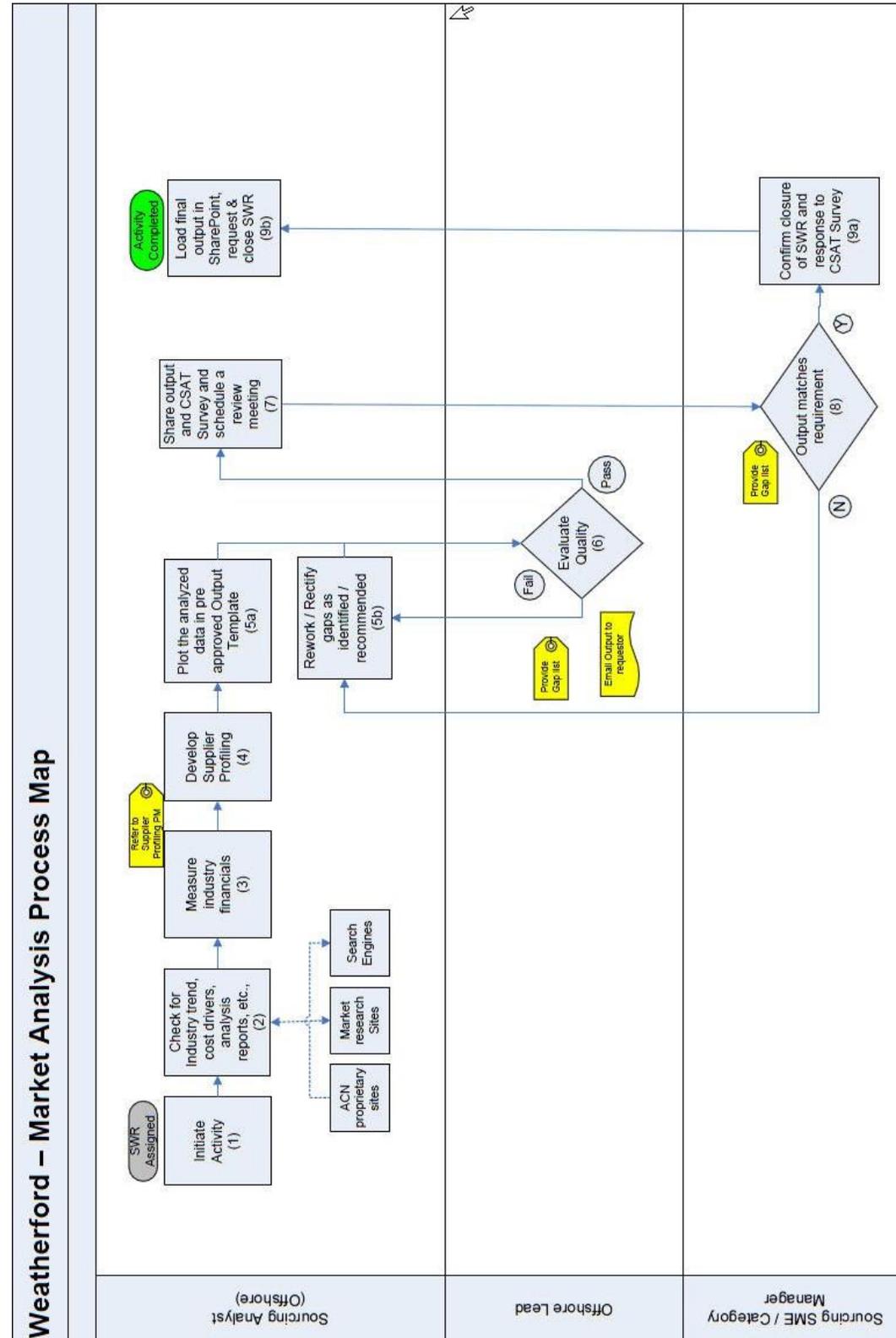
SOURCING WORKING REQUEST, VERSION 1.0



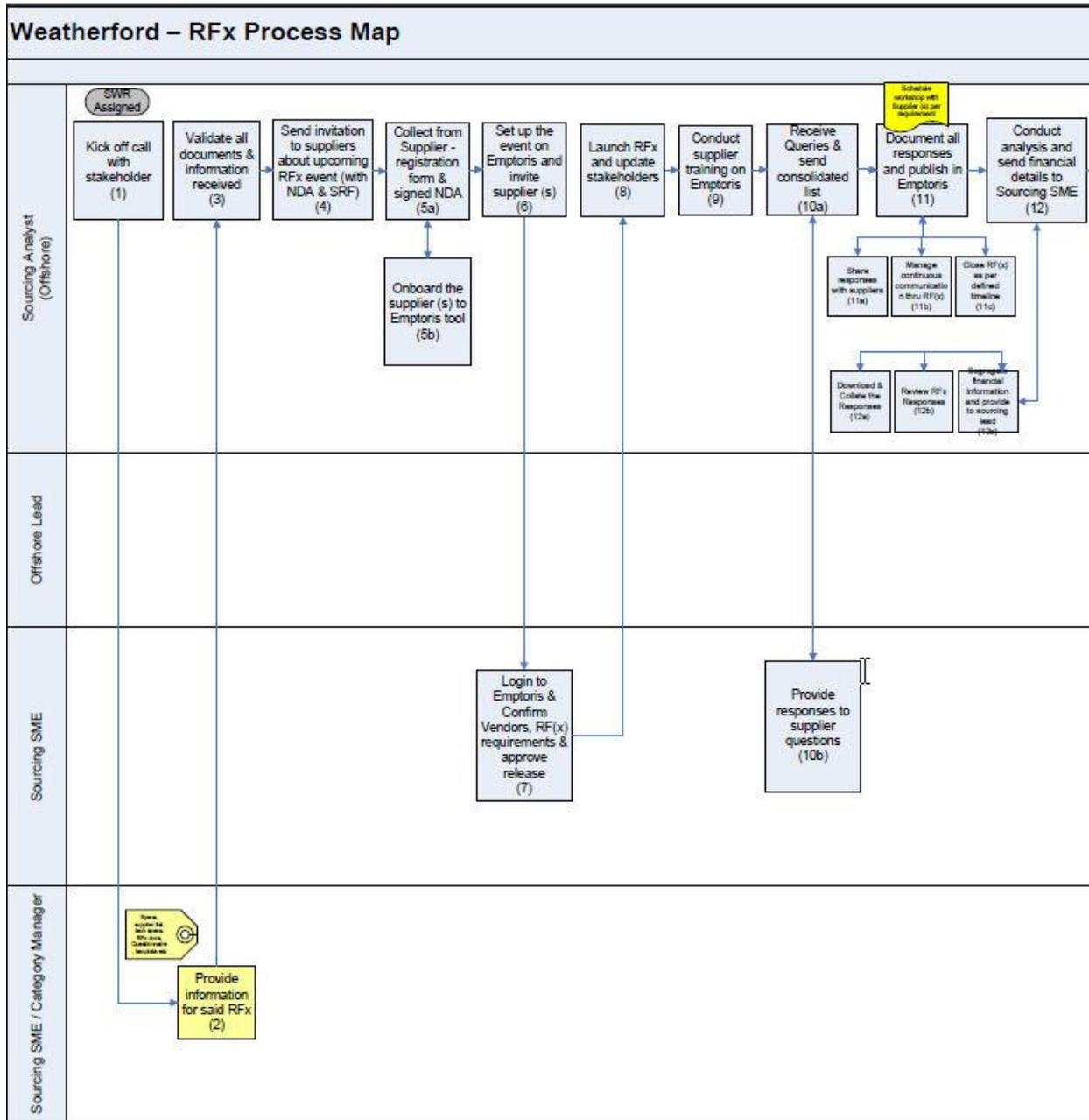
SPEND ANALYSIS, VERSION 1.1



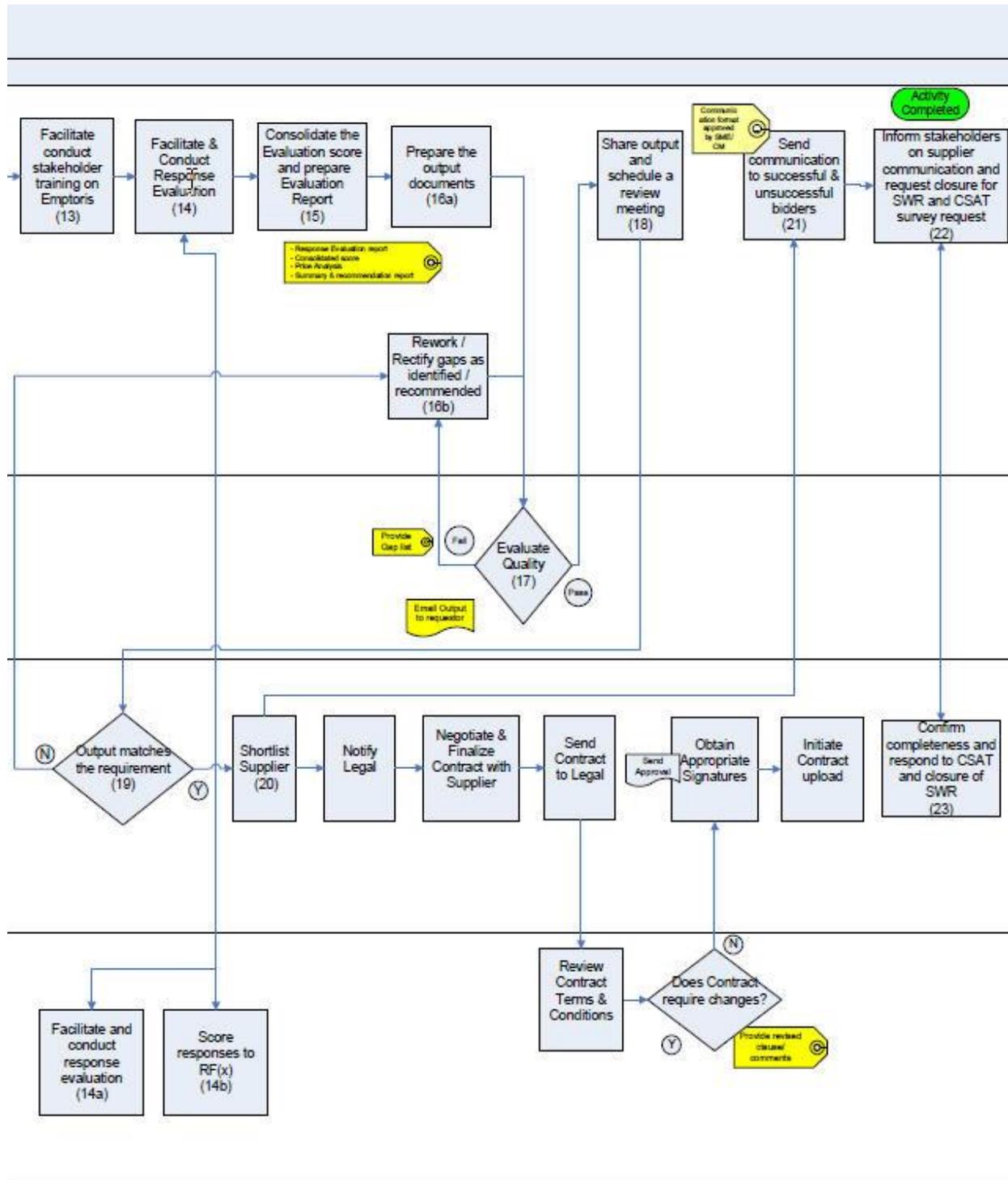
MARKET ANALYSIS – VERSION 1.1



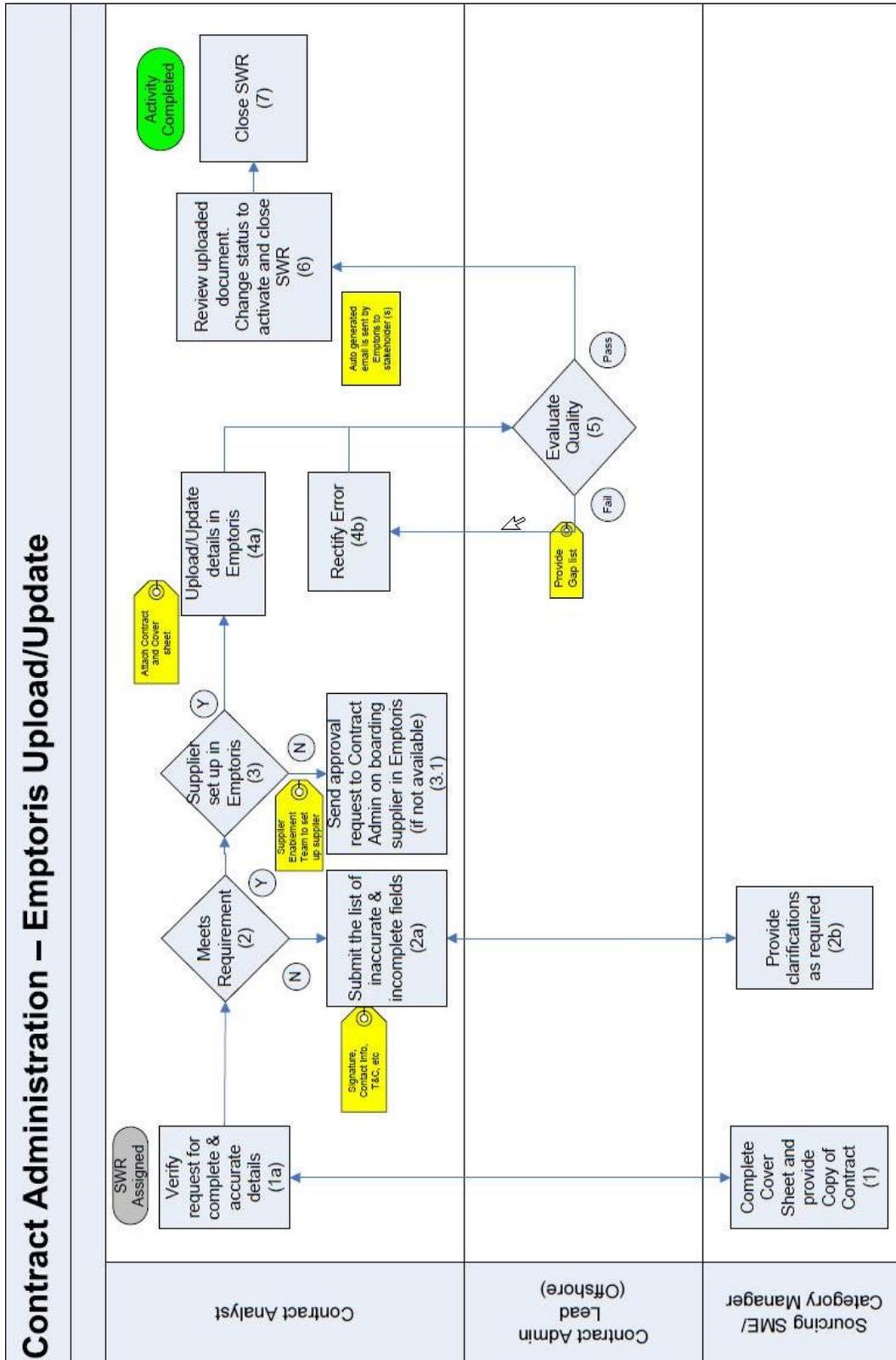
ERFX PROCESS MAP: PART I - VERSION 1.1



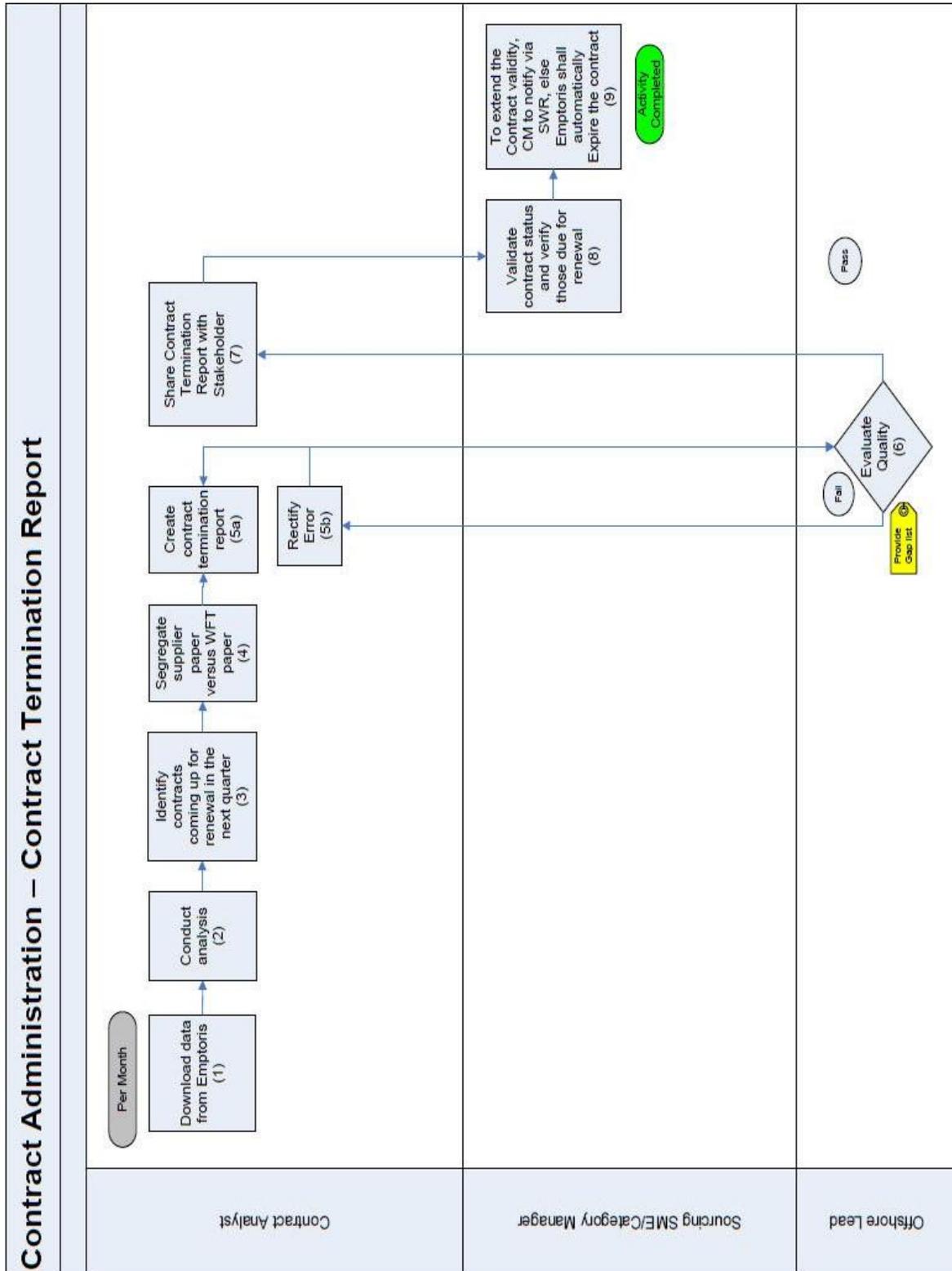
ERFX PROCESS MAP: PART II - VERSION 1.1



CONTRACT ADMINISTRATION – EMPTORIS UPLOAD/UPDATE – VERSION 1.1

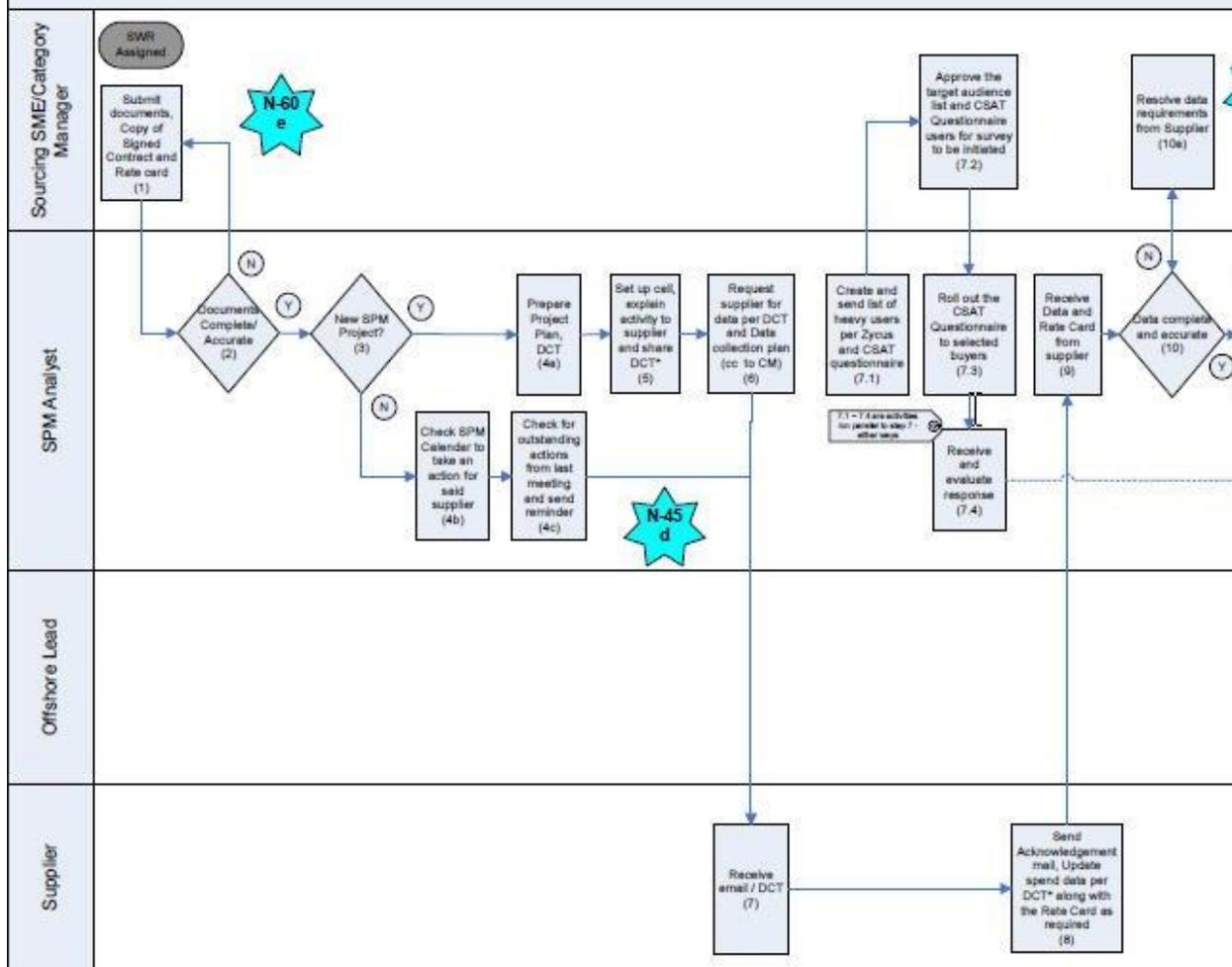


CONTRACT TERMINATION PROCESS MAP – VERSION 1.1

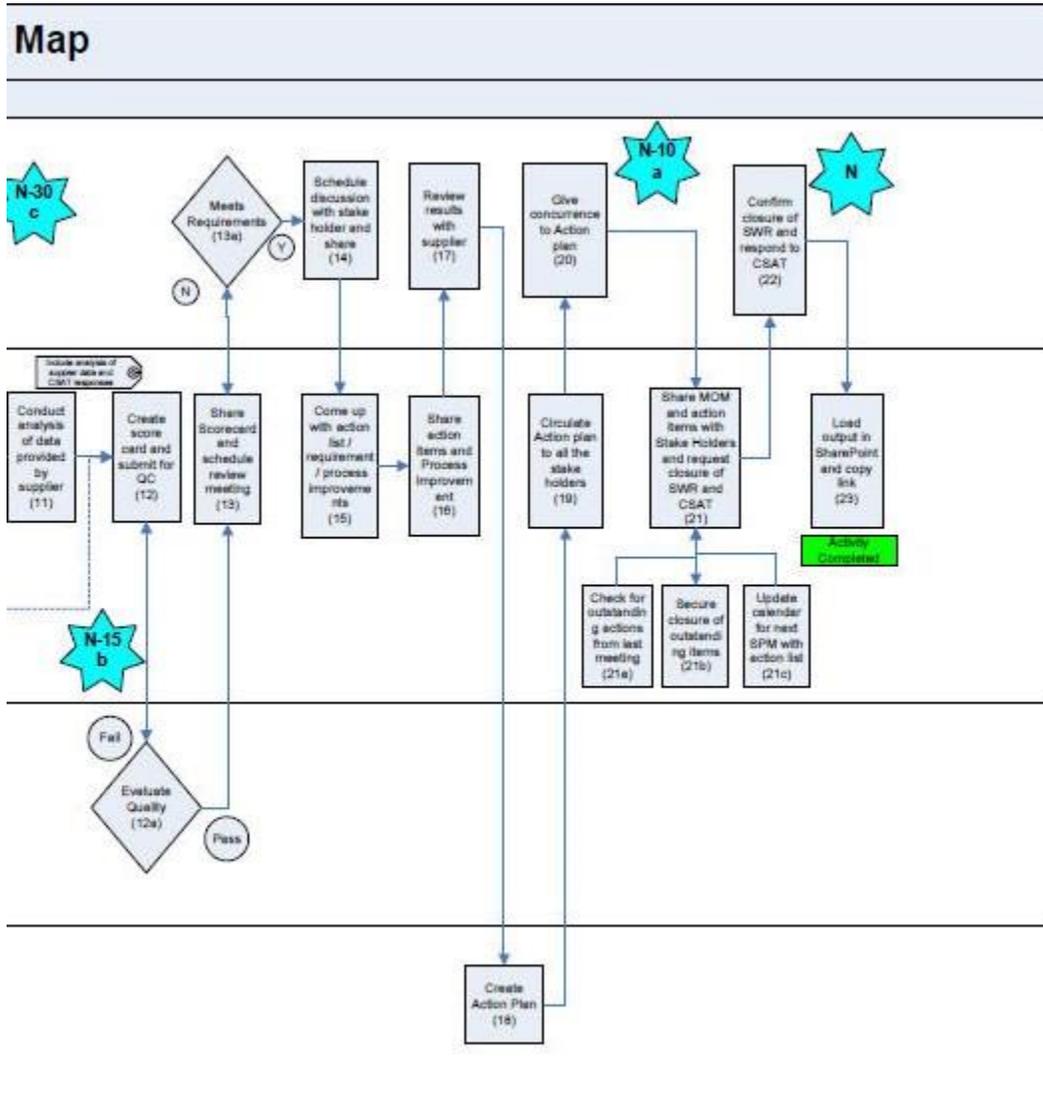


SUPPLIER PERFORMANCE MANAGEMENT PROCESS MAP: PART I – VERSION 1.1

Weatherford – Supplier Performance Management NEW SPM- Process



SUPPLIER PERFORMANCE MANAGEMENT PROCESS MAP: PART II – VERSION 1.1



APPENDIX C – ANALYTIC EXAMPLES

- Contract Summary Report; Appendix C, Page 2
- Example: Spend Analysis by Region, August 2010; Appendix C, Page 3
- Example: Spend Analysis - Business Rate Card Refresh; April, 2010; Appendix C, Page 8
- Example: Spend Analysis – Marketing and Advertising Category Spend Overview; Appendix C, Page 16
- Example: Spend Analysis – October 21, 2009; August 2010; Appendix C, Page 25
- Example: Market – Global Furniture Market Analysis; Appendix C, Page 33
- Example: Supplier Performance Management – Outplace Services: January 16, 2009; Appendix C, page 62
- Example: Supplier Performance Management – Business Review Meeting, May 24, 2011; Appendix C, Page 99
- Example: Scorecard - Category (Fleet), 2011, Page 129
- Example: Scorecard – Country Overview, 2011, Page 141

CONTRACT SUMMARY REPORT

Summary Tab

Status	15-Jun	8-Jun
	Total No. of Contracts	Total No. of Contracts
Active	153	151
Cancelled	138	132
Expired	54	53
Under Review	40	40
Grand Total	385	376

Raw Data Tab

Note: the Raw Data Tab has been divided into four sections for easy viewing.

A	B	C	D	E	F	G	H	I
Contract Name	Version	Status	Type	Description	Project Name	Contract Lead	Business Unit	Confid
20_Utillities_TXU_3 1Dec2010	1	Cancelled	Fixed Term	Texas Electric Supply 2010 fixed rate kWh 10% bandwidth		Lathesh Ananda	(Unassigned)	Yes
20_Utillities_TXU_3 1Dec2011	1	Cancelled	Fixed Term	Texas Electric Supply 2011 fixed rate extendable kWh 10% bandwidth		Lathesh Ananda	(Unassigned)	Yes
CL-FA-CALFRAC DE MEXICO-0909	1	Under Review	Framework Agreement	SUPPLY LABOR, MATERIALS, EQUIPMENT, ETC		vanitha chinnaswamy	Indirect - Contracted Labor	Yes
CL-FA-TARGET LOGISTICS MANAGEMENT- 0809	1	Active	Framework Agreement	PROVIDE RESOURCES, PERSONNEL, EQUIPMENT, ETC TO CONSTRUCT, OPERATE AND MAINTAIN THE AGUA FRIA CAMP		vanitha chinnaswamy	Indirect - Contracted Labor	Yes

H	I	J	K	L	M	N	O	P
Business Unit	Confidential	Parent Contract	Primary Currency	Language	Supplier	Effective Date	Termination Date	Category
(Unassigned)	Yes		USD	English	TXU Energy Retail Company LLC	Thu Dec 31 12:30:00 CST 2009	Thu Dec 30 12:30:00 CST 2010	Public Util and Public Related S >Utilities
(Unassigned)	Yes		USD	English	TXU Energy Retail Company LLC	Fri Dec 31 12:30:00 CST 2010	Fri Dec 30 12:30:00 CST 2011	Public Util and Public Related S >Utilities
Indirect - Contracted Labor	Yes		USD	English	CALFRAC DE MEXICO	Tue Sep 01 00:00:00 CDT 2009	Wed Sep 01 00:00:00 CDT 2010	Building a Constructi Maintenan Services
Indirect - Contracted Labor	Yes		USD	English	TARGET LOGISTICS MANAGEMENT, LLC	Mon Aug 03 00:00:00 CDT 2009	Thu Aug 02 00:00:00 CDT 2012	Building a Constructi Maintenan Services

Raw Data Tab continued on next page

Raw Data Tab *continued*

O	P	Q	R	S	T	U	V	W
Contract Date	Category	Contract ID	Business Unit contact	Legal Department contact	Does the contract contain a break clause?	Is there an accompanying Service Level Agreement?	Contract Payment Terms	Contract Amount
30 CST 2010	Public Utilities and Public Sector Related Services-->Utilities		Cindy McSwain	David Issa	No	No	Net 15 Days via EDI	31,632,608 + or - 10% \$0.059103 kWh
01 12:30:00	Public Utilities and Public Sector Related Services-->Utilities		Cindy McSwain	David Issa	No	No	Net 20 Days via EDI	33,163,397 + or - 10% \$0.052890 kWh
01 CDT 2010	Building and Construction and Maintenance Services	MX-WTF-PR-ATG-001-09	GABRIEL GONZALEZ	SERGIO HUMPHREY	Yes	Yes	Net 45 Days	\$588,423.78
02 CDT 2012	Building and Construction and Maintenance Services	MX-TARGET LOGISTICS MANAGEMENT-0809	GABRIEL GONZALEZ	SERGIO HUMPHREY	Yes	Yes	Net 30 Days	\$15,138.30

V	W	X	Y	Z	AA	AB	AC	AD
Contract Payment Terms	Contract Total Amount	Region	Date1	Date2	Date3	Date4	Termination Date	month
15 Days EDI	31,632,608 kWh + or - 10% @ \$0.0591037 per kWh		Dec	30	2010	30-Dec-2010	30-Dec-2010	Dec-10
20 Days EDI	33,163,397 kWh + or - 10% @ \$0.0528901 per kWh		Dec	30	2011	30-Dec-2011	30-Dec-2011	Dec-11
45 Days	\$588,423.78	MX	Sep	01	2010	01-Sep-2010	01-Sep-2010	Sep-10
30 Days	\$15,138.30	MX	Aug	02	2012	02-Aug-2012	02-Aug-2012	Aug-12

Pivot Tab

Count of Contract Name	Status	Termination Date	Business Unit contact	Region	Type	Total
20_Utillities_TXU_31Dec2010	Cancelled	30-Dec-2010	Cindy McSwain		Fixed Term	1
20_Utillities_TXU_31Dec2011	Cancelled	30-Dec-2011	Cindy McSwain		Fixed Term	1
CL-FA-CALFRAC DE MEXICO-0909	Under Review	01-Sep-2010	GABRIEL GONZALEZ	MX	Framework Agreement	1
CL-FA-TARGET LOGISTICS MANAGEMENT-0809	Active	02-Aug-2012	GABRIEL GONZALEZ	MX	Framework Agreement	1
CL-FA-TDL MEXICO-0609	Expired	16-Dec-2010	GABRIEL GONZALEZ	MX	Framework Agreement	1
CL-FT-DANIEL DE JESUS LARA SEDAS-0909	Under Review	31-Aug-2010	GABRIEL GONZALEZ	MX	Fixed Term	1
CL-FT-HUGO GARCIA MARTINEZ-0809	Under Review	27-Aug-2010	GABRIEL GONZALEZ	MX	Fixed Term	1
CL-FT-MECANICOS ESPECIALISTAS DE EQ-1209	Expired	07-Dec-2010	GABRIEL GONZALEZ	MX	Fixed Term	1
CL-MA-BIO Landscape and Maintenance-0608	Cancelled	--	Russ Bennett	US	Master Agreement	1
CL-MA-BW SERVICES DE-0110	Active	--	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-DOWELL SCHLUMBERGER DE MX-1109	Expired	25-Nov-2010	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-FOXEE DE MEXICO-1009-201	Expired	30-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-FOXEE DE MEXICO-1009-202	Expired	30-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-FOXEE DE MEXICO-1009-203	Expired	30-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-FOXEE DE MEXICO-1009-204	Expired	30-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-HALLIBURTON DE MEXICO-1208	Expired	19-Dec-2010	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-Kelly Services-0709	Cancelled	13-Jul-2014	Jim Drone	US	Master Agreement	1
CL-MA-Kelly Services-0709_Version2	Cancelled	13-Jul-2014	Jim Drone	US	Master Agreement	1
CL-MA-Kelly Services-0709_Version2.1	Cancelled	12-Jul-2014	Kevin Breen	US	Master Agreement	1
CL-MA-Kelly Services-0709_Version2.1.1	Active	12-Jul-2014	Kevin Breen	US	Master Agreement	1
CL-MA-RDL Energy Services-0307	Expired	08-Jun-2011	Jose R Garcia	US	Master Agreement	1
CL-MA-SERVICIOS PETROLEROS SAN-0908	Active	--	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0709-RIG10	Expired	19-Jan-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0709-RIG9	Expired	19-Jan-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG14	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG15	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG16	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG17	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG3	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG5	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG6	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1
CL-MA-XTREME COIL DRILLING-0909-RIG7	Expired	01-Apr-2011	GABRIEL GONZALEZ	MX	Master Agreement	1

EXAMPLE: SPEND ANALYSIS BY REGION, AUGUST 2010



Indirect Procurement

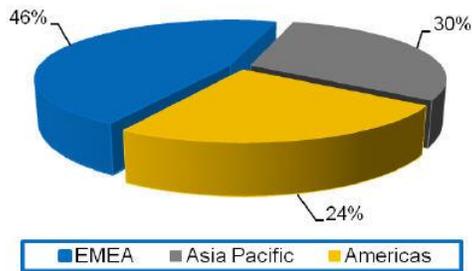
Spend Analysis by Region *August 2010*



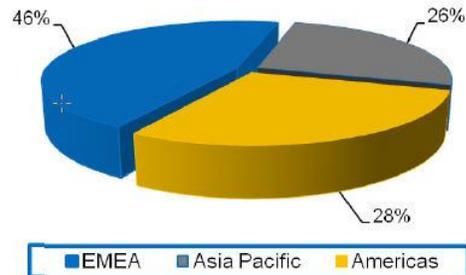


Spend Analysis by Region

FY 08 – € 189.6m



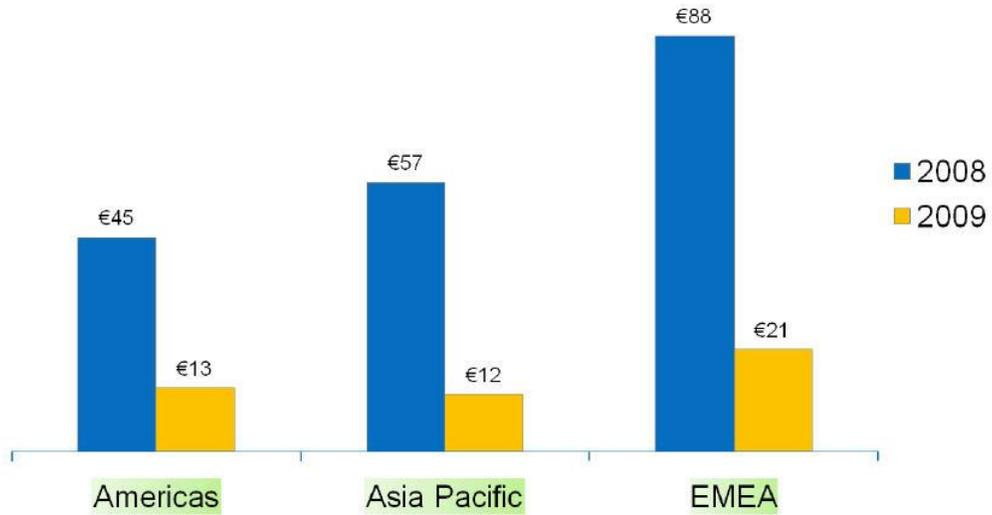
FY 09 – H1 – € 47 m



- EMEA contributes to 46% of the total spend in last two years.
- Asia Pacific contributes to 30% of total spend in 08 and accounts 26% till H1 spend for 09.
- EMEA spend remained same for 09' however, Asia Pacific spend decreased by 4% in 09 hence, Americas spend rose up to 28% from 24% in 08.



Spend by Region – Growth Rate in Millions



- In 2008 total spend was € 189 million . For the half year period of 2009 , total spend was € 47 million.
- EMEA region accounts for € 109 on total spend for 2008 and 2009 (H1 period)
- Asia Pacific region was the second largest spending zone for both 2008 and 2009 (H1) and the total spend was € 69 Million.

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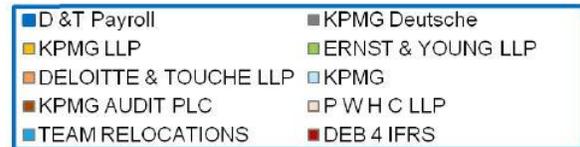
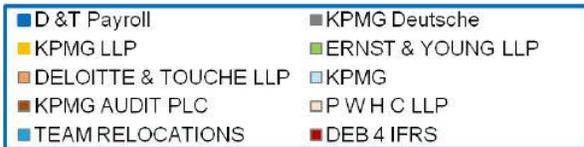
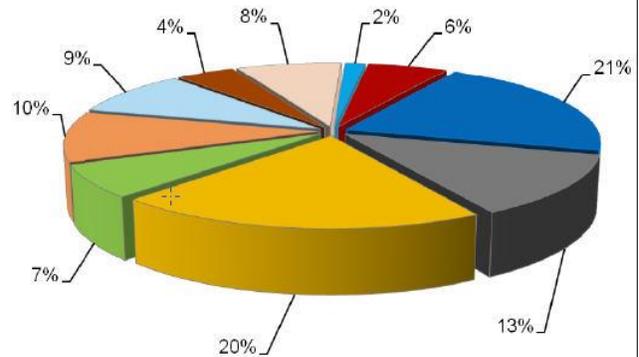
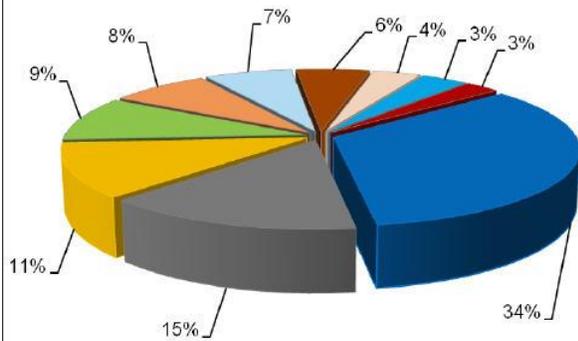
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Spend Analysis by Top 10 Vendors

FY 08 – € 116.5m

FY 09 – € 24.2m - H1



- Total spend by top 10 vendors in 2008 were € 116.5 m. **D&T payroll** , **KPMG Deutsche** and **KPMG LLP** accounts 60% of total spend of € 116.5 m.
- For H1 period of 2009 spend on top 10 suppliers were € 24.2 m. **D&T Payroll** , **KPMG LLP** and **KPMG Deutsche** shares 54% of total spend of € 24.2 m.
- Both FY 08 and FY09 **D&T Payroll** is the top spend vendor with the total spend of € 44.47 m.

4



Spend Analysis Summary

Spend by Region

- EMEA contributes to 46% of the total spend in last two years.
- Asia Pacific contributes to 30% of total spend in 08 and accounts 26% till H1 spend for 09.

Spend by BU

- "Total Div & Infra " accounts 79% (€ 148.9 m) of total spend in 2008 and 87% (€ 40.8 m) spend in 2009 (H1)
- Unmapped business unit shares 20 % of the total spend in 2008 and for H1 in 2009 total spend by Unmapped unit was 13%.

Spend by Top Vendors

- Total spend by top 10 vendors in 2008 were € 116.5 m. **D&T payroll** , **KPMG Deutshe** and **KPMG LLP** accounts 60% of total spend of € 116.5 m
- Both FY 08 and FY09 **D&T Payroll** is the top spend vendor with the total spend of € 44.47 m

EXAMPLE: SPEND ANALYSIS – BUSINESS RATE CARD REFRESH, APRIL, 2010



Indirect Procurement

Business Rate Card Refresh
Business Consulting Spend Analysis
April 2010

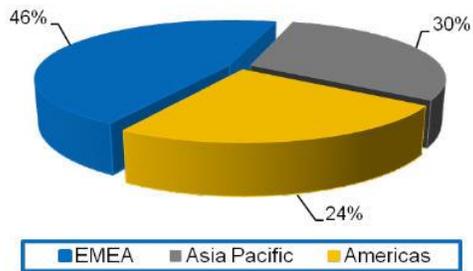
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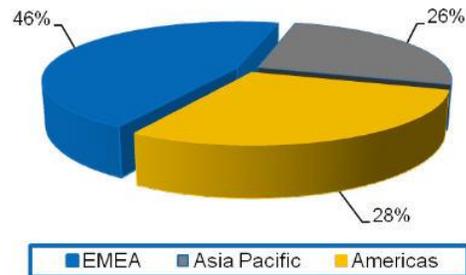


Spend Analysis by Region

FY 08 – € 189.6m



FY 09 – H1 – € 47 m



- EMEA contributes to 46% of the total spend in last two years.
- Asia Pacific contributes to 30% of total spend in 08 and accounts 26% till H1 spend for 09.
- EMEA spend remained same for 09' however, Asia Pacific spend decreased by 4% in 09 hence, Americas spend rose up to 28% from 24% in 08.



Objective

- To analyze “Business Consulting” spend of FY07, FY08 along the following dimensions
 - Region
 - Commodity/Category
 - Business Line
- Top-50 Vendor analysis (Preferred vs Non-Preferred vs Others)

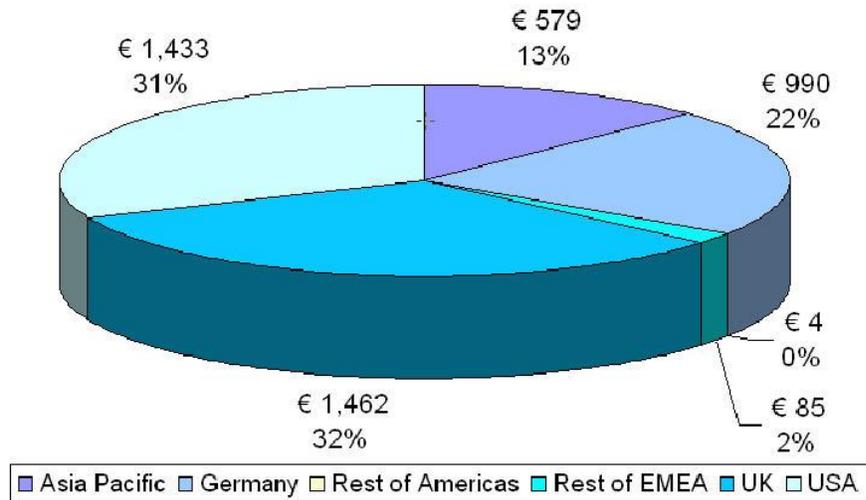
Approach

- Data was downloaded from the Emptoris spend analyzer for Business Consulting (Strategy , Process & Management Consulting) Commodity for year 2007 & 2008 for all the regions.
- The data was processed and analyzed using spreadsheets
- The top-50 vendors were selected based on the cumulative spend across US, UK, Germany for the FY07, FY08 time periods
- Preferred Vendor list – Accenture, IBM, Global Markets, Roland Berger, Madison Consulting
- Non-Preferred Vendor list – Mckinsey, Opera, Bearing Point, Navigant Consulting, KE Associates
- The Currency is in Euro (€) and Value show is in Millions.



Spend Analysis by Region for FY 07 & 08

SECRET



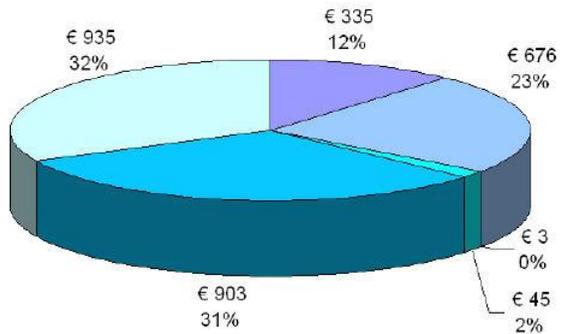
- The spend for the period FY-07 is € 2,897 and FY-08 is € 1,655
- The regions (Germany, UK, US) have contributed 85% to the overall spend
- UK is the largest contributor (32%) to the overall spend



Spend Analysis by Region

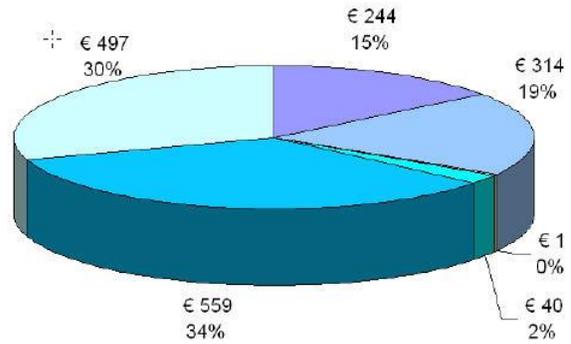
FY 07 – €2,897

€935



■ Asia Pacific ■ Germany ■ Rest of Americas ■ Rest of EMEA ■ UK ■ USA

FY 08 - €1,655

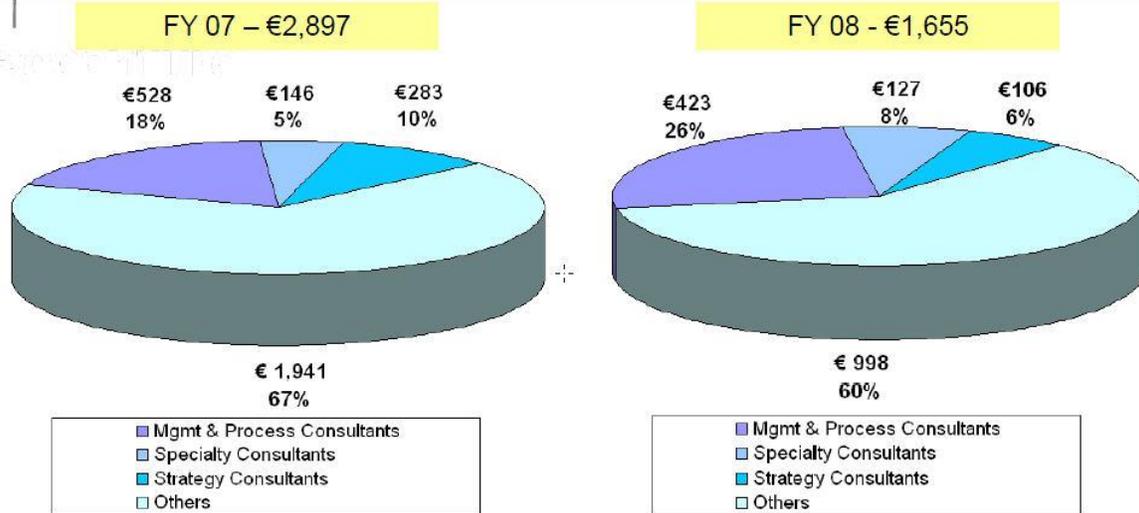


■ Asia Pacific ■ Germany ■ Rest of Americas ■ Rest of EMEA ■ UK ■ USA

- The spend decreased by 27% from FY-07 to FY-08
- The regions (Germany, UK, US) have contributed 87% (FY 07) and 83% (FY 08) to the overall spend
- US is the largest contributor (32%) for FY-07 and UK is largest contributor (34%) for FY-08



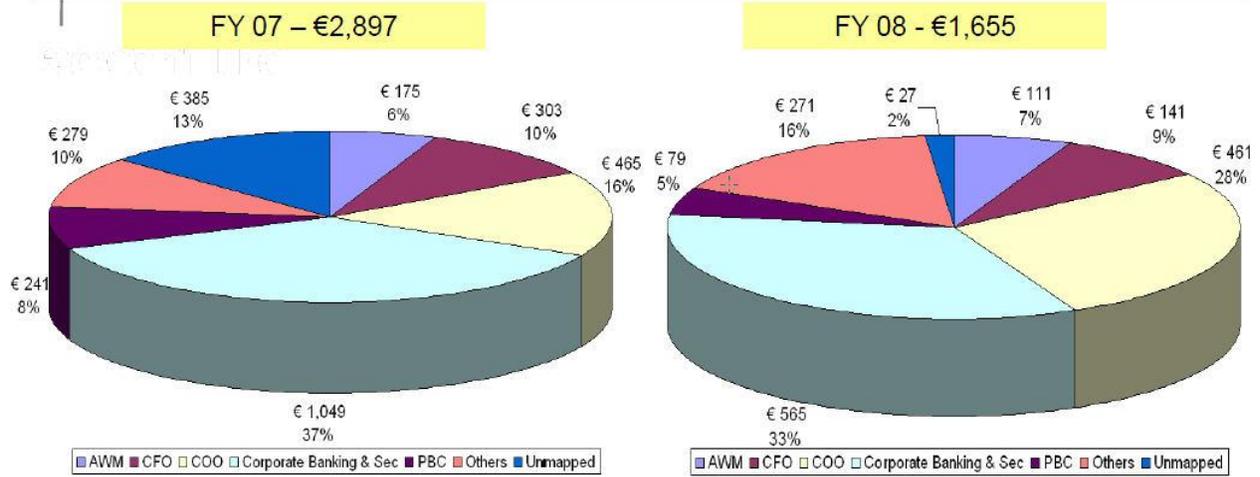
Spend Analysis by Sub-commodity



- Mgmt & Process Consultants, Strategy consultants contributed significantly (FY07- 18%, FY 08- 26%) to the overall spend
- From FY 07 to FY08, while the overall spend decreased by 27%, Others Sub-Commodity has decreased by 23%



Spend Analysis by Business Line



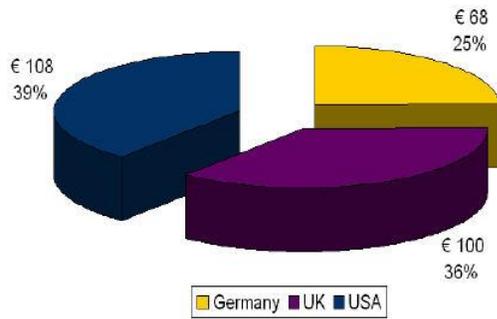
- Others include Americas (Regional Mgmt), CA&S, Central Areas & Support (CI), Chairman, CRO, GTB, DFS, Europe ex Germany, Germany (Regional Mgmt), Industrial Holdings, Japan (Regional Mgmt), MENA, Total Other Assets & Liabilities, Total Other Corporate Items, Total Other Valuation & Timing Differences.



Top 50 Vendor Analysis

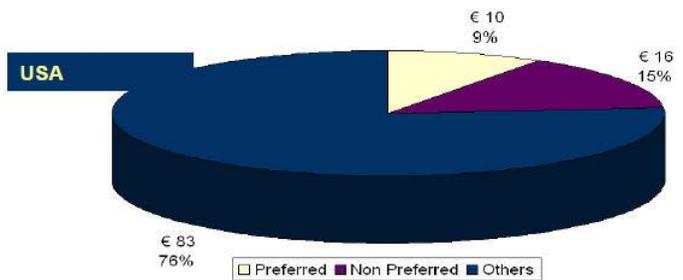
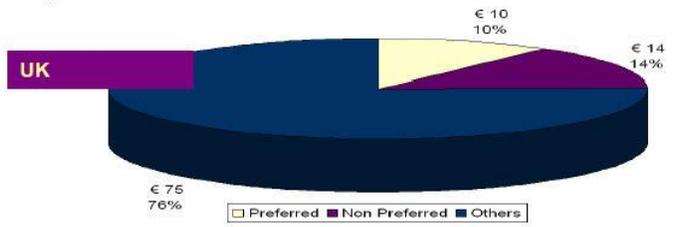
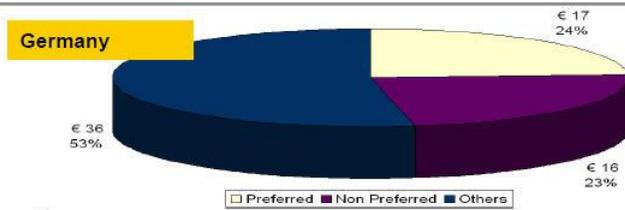


Top-50 Vendor spend across 3 regions



- All figures are in Millions
- These figures represent the spend on the top-50 vendors
- The top-50 vendors were selected based on the cumulative spend across US, UK, Germany for the FY07, FY08 time periods

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EXAMPLE: SPEND ANALYSIS – MARKETING AND ADVERTISING CATEGORY
SPEND OVERVIEW

Marketing and Advertising Category Spend Overview

Date:

APS:

EXAMPLE

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Objective and Approach

Objective

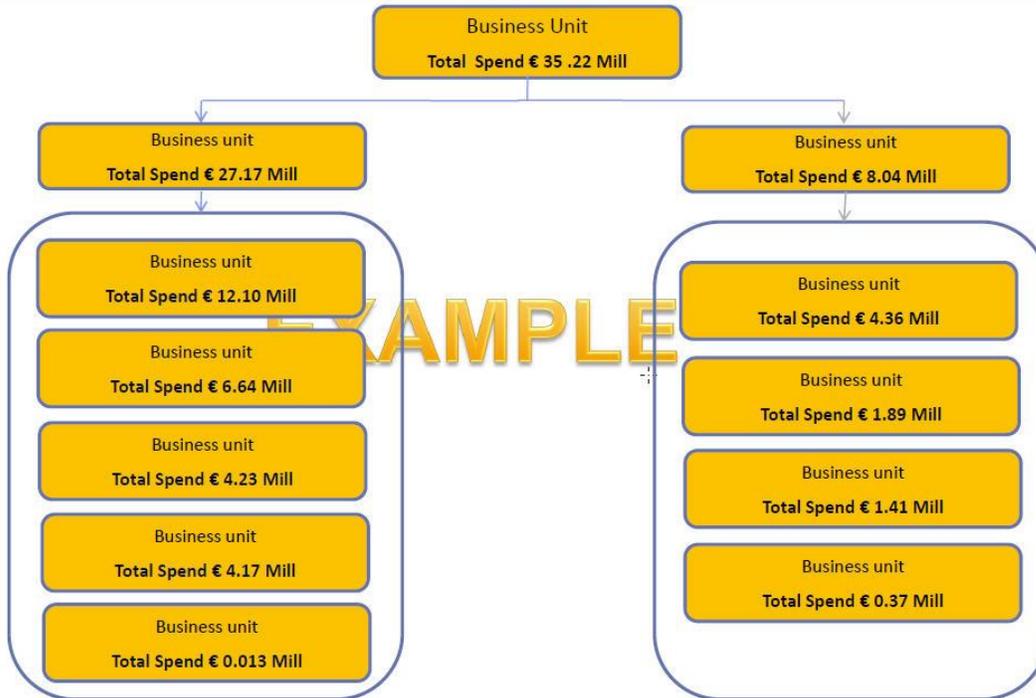
- To analyze the “Marketing and Advertising” category spend (FY08) along the following dimensions
 - Commodity/Category overview
 - Invoice Adoption rate

EXAMPLE

Approach

- The data was downloaded from the Emptoris spend analyzer for “Marketing and Advertising” for year 2008 for the region Americas.
- The data was processed and analyzed using spreadsheets.
- The Currency is in Euro (€) and the value shown is in Millions.

Marketing and Advertising 2008 – Spend Overview



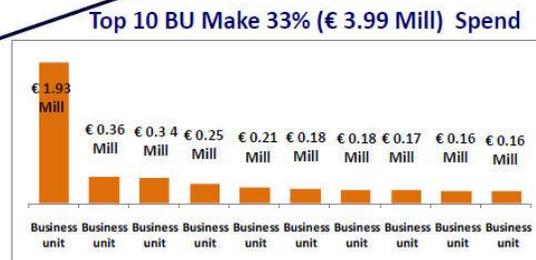
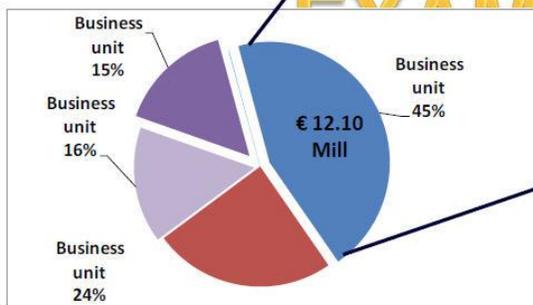
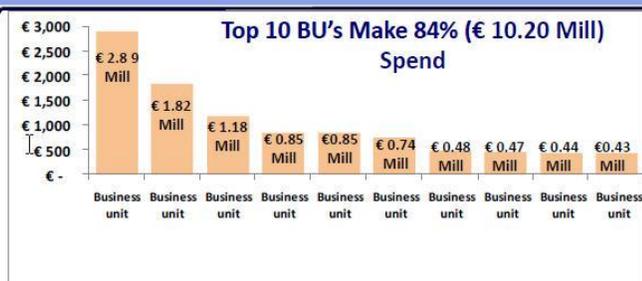
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Business Unit 2008 - Category Overview

Key Highlights

- Event, Celebrity sponsorship covers the 45% (€ 12.08 Mill) under the marketing commodity.
- AM Ops (€ 2.89 Mill) is the top BU and Todd street (€ 1.93 Mill) is the top spend vendor.



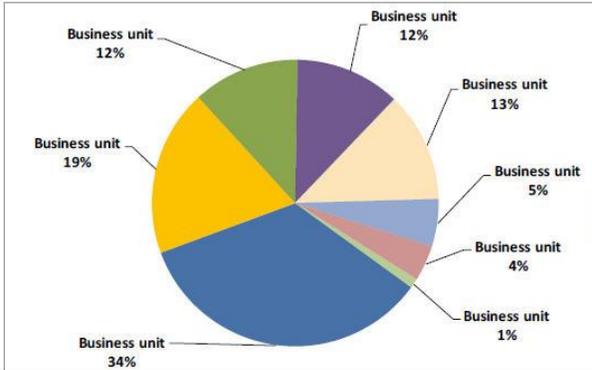
Note: The 33% is out of total spend of Event Celebrity.

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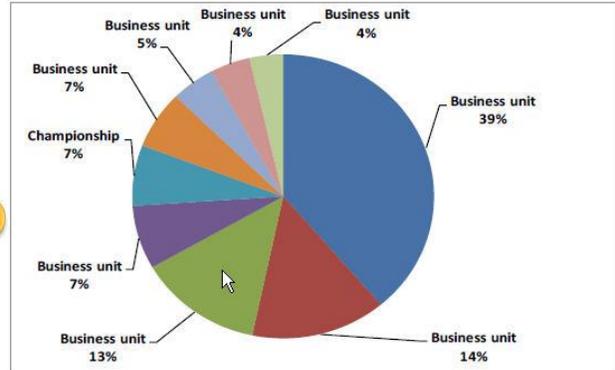
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Business Unit 2008 – Category Spend Overview

Spend Pattern by BU Level 3
Total Spend (€ 35.22 Mill)



Spend Pattern by BU 7
Total Spend (€ 35.22 Mill)



Key Highlights

- “Event and Celebrity” accounts for the highest spend 34%, followed by “Public Relations” 19% of spend as second highest spend.
- “Event, Celebrity sponsorship” and “Public Relations” make up 53 % of the total spend.

- “AM ops and Communications” holds the more than 50 % spend.
- “GM General, Championship and PWM” had approx similar spend

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80-20 Analysis



Top 10 vendors make 40% (€ 14 Mill) of spend

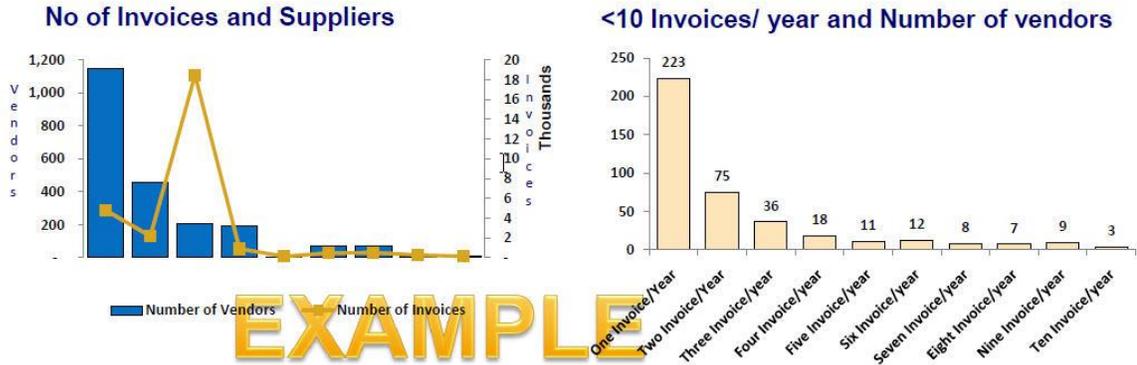


LE

Key Highlights

- The 8% (146) suppliers covers 80% (€ 28.18 Mill) of the spend and 92%(1,718) suppliers covers 20% (€7.04) of the spend.
- Top 10 vendors accounts for the 40% of the spend and it covers approx € 14 Mill spend.
- There is large vendor rationalization opportunity is available with this category.

Business unit 2008 – Invoice and Supplier Overview



EXAMPLE

Key Highlights

- Approx 1000 suppliers covers 20 thousand invoice inflow accounted.
- Promotional Merchandise suppliers are approx 200 and accounted maximum invoice inflow.
- The one invoice/year inflow accounted from 223 suppliers.

Marketing and Advertising – Contract Overview for Top 10 vendors

Supplier Name	Contract	Competitive ly sourced?	Start Date	End Date	Automatic extension clause	Cancellation period
Vendor 1	Standard Service Agreement		31-Dec-2003	22-Jan-2007		
Vendor 2	No contract found					
Vendor 3	MSA		31-Dec-2002	Ongoing	Not Available	
Vendor 4	NDA		6-May-2004	Ongoing	Not Available	
Vendor 5	No contract found					
Vendor 6	No contract found					
Vendor 7	No contract found					
Vendor 8	Service Agreement		12-Jul-2004	Ongoing	30 Days	
Vendor 9	No contract found					
Vendor 10	MSA		1-Dec-2002	1-Dec-2003	30 Days	

Key Highlights

- Found only 5 vendors contract in Emptoris in the top 10 vendor spend. The contracts have been already expired in Emptoris.

Marketing and Advertising – Contract Overview for Top 10 vendors

Supplier Name	Contract	Competitive ly sourced?	Start Date	End Date	Automatic extension clause	Cancellation period
Vendor 1	Standard Service Agreement		31-Dec-2003	22-Jan-2007		
Vendor 2	No contract found					
Vendor 3	MSA		31-Dec-2002	Ongoing	Not Available	
Vendor 4	NDA		6-May-2004	Ongoing	Not Available	
Vendor 5	No contract found					
Vendor 6	No contract found					
Vendor 7	No contract found					
Vendor 8	Service Agreement		12-Jul-2004	Ongoing	30 Days	
Vendor 9	No contract found					
Vendor 10	MSA		1-Dec-2002	1-Dec-2003	30 Days	

Key Highlights

- Found only 5 vendors contract in Emptoris in the top 10 vendor spend. The contracts have been already expired in Emptoris.

- Identifying and prioritizing the opportunities.
- Developing high level category segmentation approach.
- Studying the Industry and analyzing competitors offerings and current market condition.
- Scheduling a call with the business unit to understand the supplier services offerings and opportunity for the savings.

EXAMPLE

EXAMPLE: SPEND ANALYSIS, 21ST OCTOBER 2009

Spend Analysis

21st October 2009

WFT : ABC
APS: XYZ

EXAMPLE

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Objective and Approach

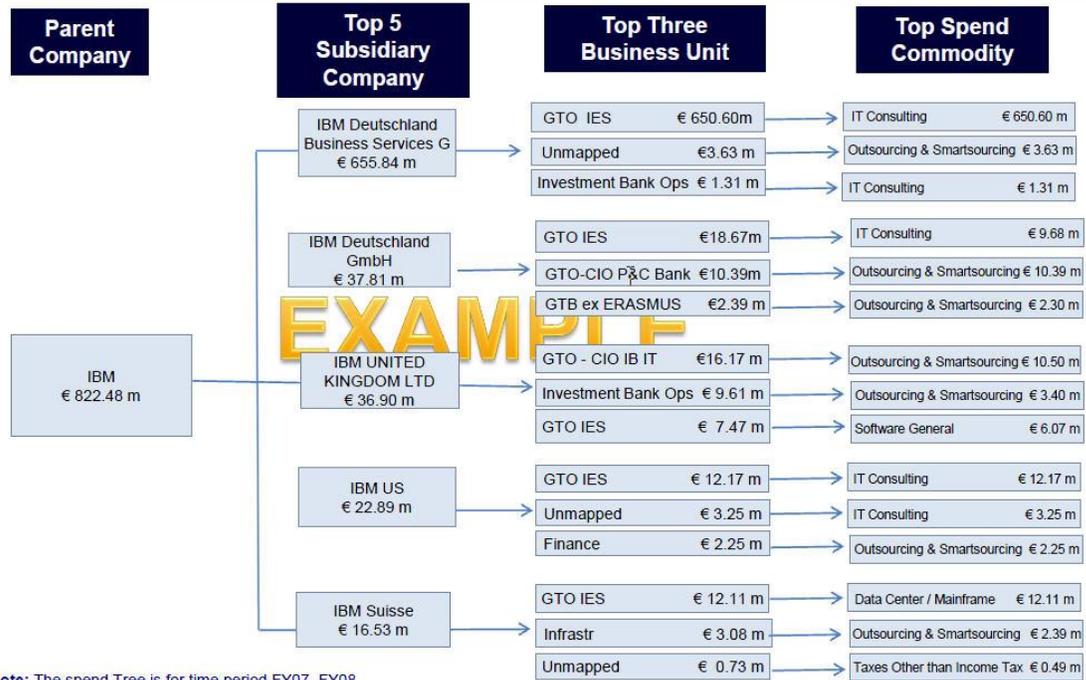
Objective

- To analyze the “IBM” spend (FY 07, FY08 & FY09 H1) along the following dimensions
 - Region
 - Business Unit
 - Commodity/Category (Services Offered by vendor)
 - Subsidiary Companies
- For the aforementioned dimensions, analyze PO adoption, invoice volumes.

Approach

- The data was downloaded from the Emptoris spend analyzer for “IBM” for year FY 07, FY 08, & FY 09 H1 for the regions Asia Pacific , EMEA and Americas.
- The data was processed and analyzed using spreadsheets.
- The Currency is in Euro (€) and the value shown is in Millions.

Spend Overview – Subsidiary Companies

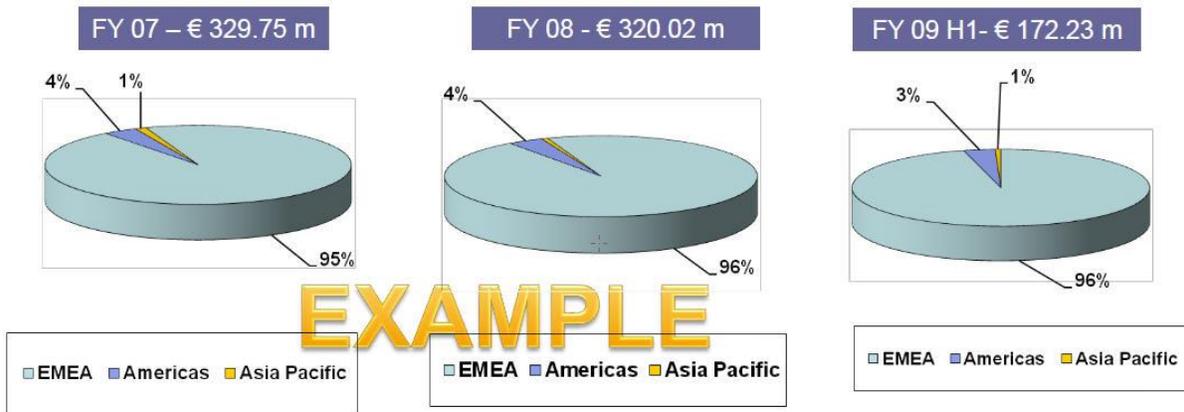


Note: The spend Tree is for time period FY07, FY08 and FY09 H1 and it consists of all the regions spend

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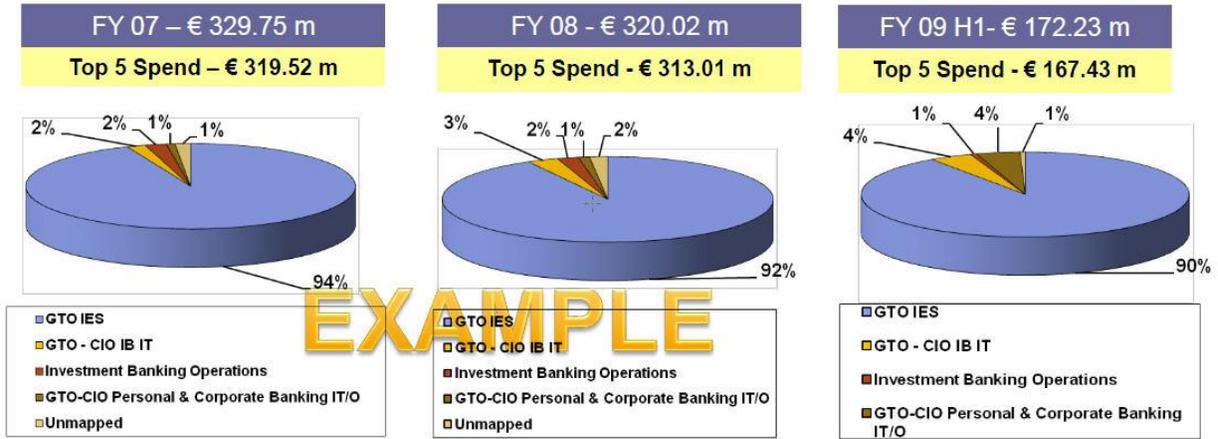
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Spend Analysis by Region



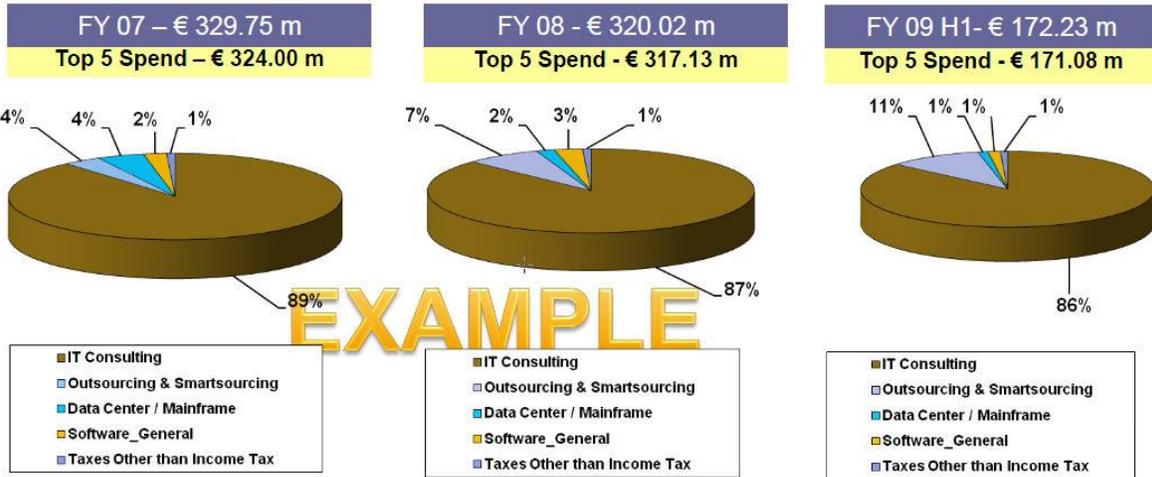
- Comparing to other regions “EMEA” contribute to 95% and 96% in FY 07 and FY 08 respectively.
- “Americas” contributes to 4% of spend in FY 07 and FY 08
- “Asia Pacific” Region Spend constant at 1% in FY 07.

Spend Analysis by Business Unit - 7



- "GTO IES" BU accounted to 92% of Spend in FY 08 compared to 94% in FY 07.
- "GTO - CIO IB IT" Spend has been increased from 2% to 3% from both FY 07 and FY 08.

Spend Analysis by Commodity Level - 3



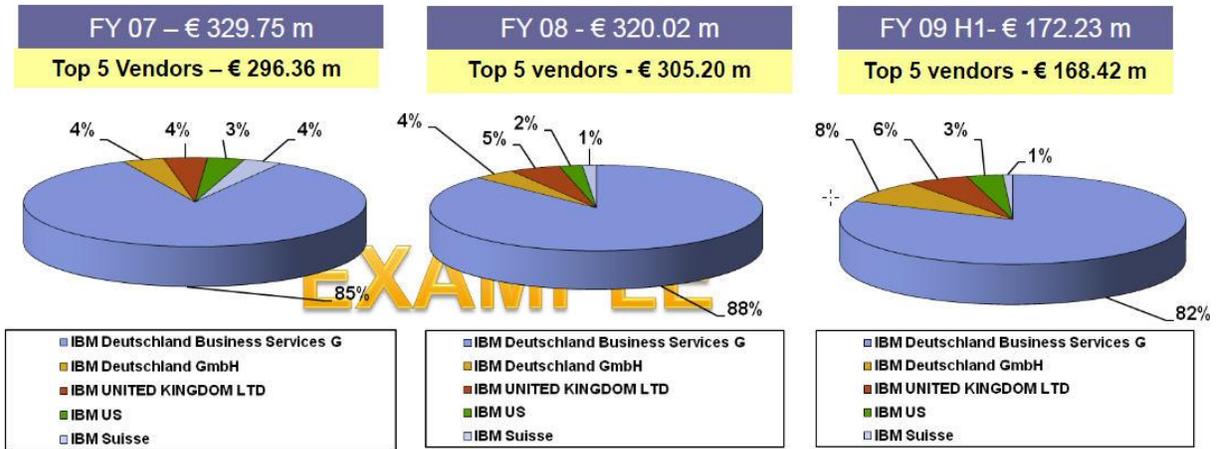
- "IT Consulting" Spend has been decreased from 88% to 86% from FY 07 to FY 08.
- "Outsourcing & Smartsourcing" Spend has increased from 4% to 8% from FY 07 to FY 08.

Source: - Emptoris SA

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Spend Analysis of Top 5 Subsidiary Companies



- "IBM Deutschland Business Services G" is the top Vendor with 85% spend for FY 07 and 88% in FY 08.
- The contribution of top-5 vendors has increased by 3% from FY 07 to FY 08.

7

Summary

Spend by Region

- Comparing to other regions “EMEA” contribute to 95% of the spend in FY 07 and FY 08.
- “AsiaPacific” and “Americas” Spend is decreased by 47% and 1% from FY 07 to FY 08 respectively

Spend by Sub-Commodity

- “IT Consulting” Spend has been decreased from 88% to 86% from FY 07 to FY 08.
- “Outsourcing & Smartsourcing” and “Software General” commodity spends increased by 99% and 23% from FY 07 to FY 08 respectively.

Spend by BU

- “GTO - CIO IB IT” spend has increased by 62% from FY 07 to FY 08.
- “GTO-CIO Personal & Corporate Banking IT/O” BU and “Unmapped” Spend has increased by 28% and 14% from FY 07 to FY 09 respectively.

EXAMPLE: MARKET ANALYSIS – GLOBAL FURNITURE MARKET

Global Furniture Market

Supply Market Analysis I

WFT : Insert the Name of the Stakeholder

APS: Insert the Name of the APS Person prepared the deck

EXAMPLE

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Agenda

- **Overview of the Global Furniture Market**
- **Market Trend**
- **Industry Overview**
- **Industry Cost Structure**
- **Product Segmentation**
- **Five – Forces Analysis**
- **Distribution Channels**
- **Supplier Profiles – Global**
- **Supplier Profiles – EMEA**

EXAMPLE

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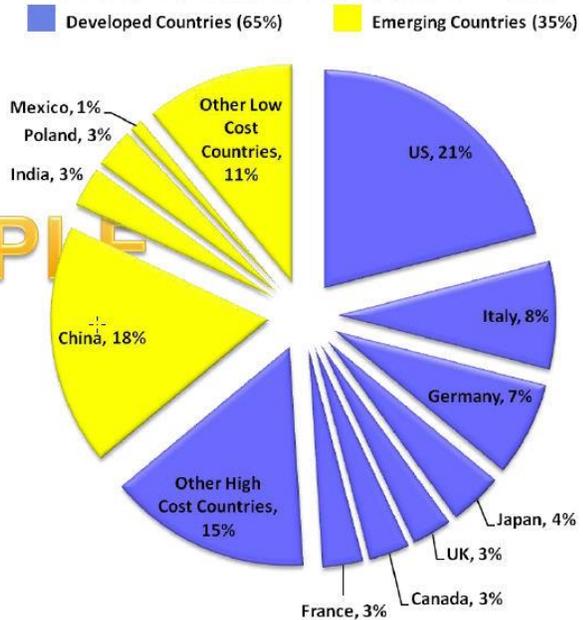
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Overview of Global Furniture Market

World furniture production is worth about \$307 billion in 2008

- The seven major industrial economies (which are, in order of furniture production, the United States, Italy, Germany, Japan, the United Kingdom, Canada and France) together produce 50% in value of the world total
- Furniture Production in low cost countries currently amounts to 35% of the world total in value, of which 18% is in China.
 - There are two countries (China and Poland) where production is increasing rapidly thanks to recent investments in new plants especially designed and built for exports
- The leading importers are the United States, Germany, the United Kingdom, France and Japan.
- The major exporters are China, Italy, Germany, Poland and Canada.

World Furniture Production - 2008



Sources: CSIL, Accenture Research

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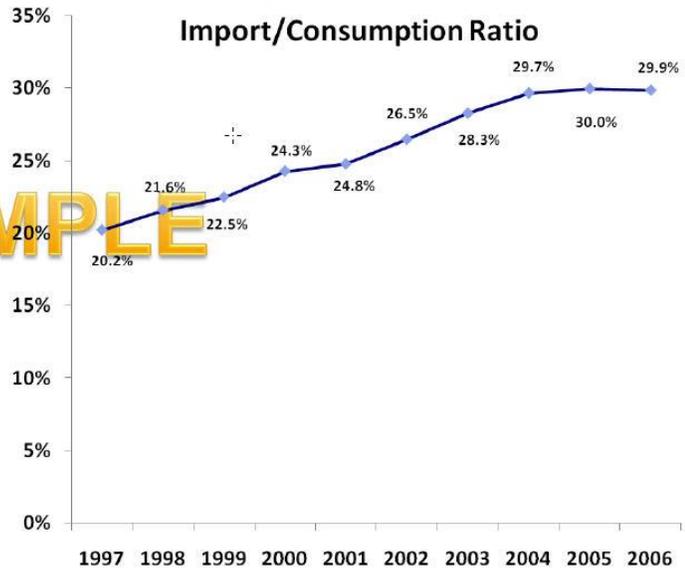
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Overview of Global Furniture Market

The most important structural phenomenon of the past decade was the increased degree of openness of the global furniture market

The opening of the world furniture market, 1997 – 2006
Imports/consumption ratios

- Ratio between imports and consumption for the entire world rose from 25% in 2001 to 30% in 2006
- This increase was particularly important in the US, where the trade deficit for furniture was almost \$22 billion in 2006, providing the most important stimulus to the world furniture trade
- The leading importers are the US, Germany, the UK, France and Japan
- The major exporters are China, Italy, Germany, Poland and Canada



Sources: CSIL, Accenture Research

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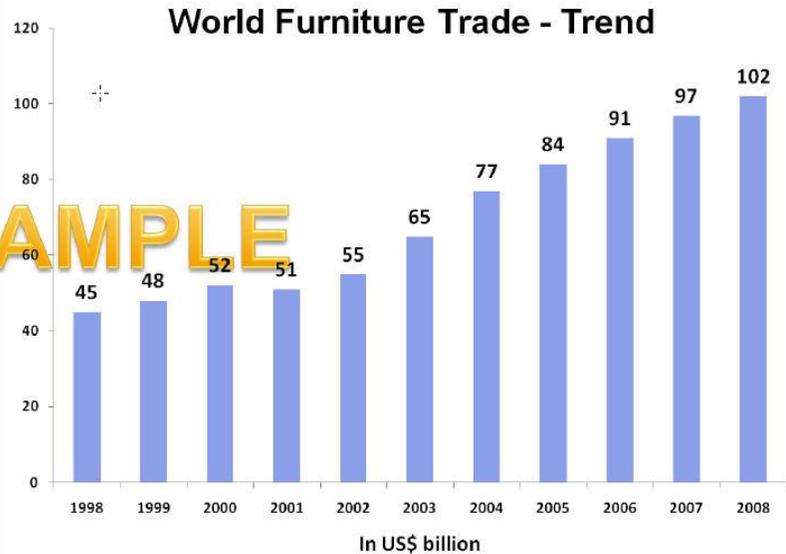
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Global Furniture Market Trend

A sizeable percentage of international furniture trade is carried out within the economic regions

- In the European Union (15) and Norway and Switzerland about 57% of foreign furniture trade takes place within the same countries.
- In the NAFTA area (US, Canada and Mexico) about 33% of foreign furniture trade is within the three countries.
- In the Asia and Pacific countries more than 40% of total foreign furniture trade is within the region.
- On balance, trade within regions amounts to about 47% of total world furniture trade. Therefore, only one half of world furniture trade can be considered "global" in the sense that it takes place between countries in geographically distant regions.

EXAMPLE



Sources: CSIL, Accenture Research

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- Overview of the Global Furniture Market
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- Supplier Profiles – EMEA

EXAMPLE

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Industry Overview

The OEMs and Dealers / Installers provide a number of value-added services as the product and services flow to the end customer.

– OEM Services –

- Financing
- Product application planning
- Computerized planning tools
- Design consultants
- Trade-in program
- ROI analysis
- Dealer link
- Rush ship programs
- Provide facility management publications
- Offers multiple facility management
- Facility / quality improvements



– Dealer / Installer Services –

- Installation / reconfiguration
- Departmental open-office planning survey
- Individual workstation planning
- Asset management
- Universal work station typicals
- Ergonomic evaluation
- Refurbishment service
- Post-occupancy evaluation
- Employee orientation
- Maintenance program

Sources: www.haworth.com, S&SP Experience

8 **Accenture Procurement Solutions**

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Agenda

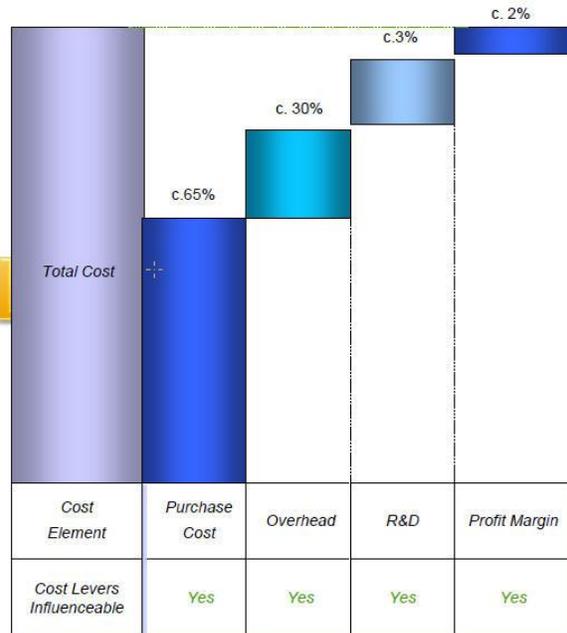
- Overview of the Global Furniture Market
- Market Trend
- Industry Overview
- **Industry Cost Structure**
- Product Segmentation
- Five – Forces Analysis
- Distribution Channels
- Supplier Profiles – Global
- Supplier Profiles – EMEA

EXAMPLE

Industry Cost Structure

Typical cost structure highlights product design and manufacturing capabilities.

- The largest cost factor within the industry is COGS, therefore, manufacturers focus on sourcing processes to increase supplier power by
 - Consolidation and globalization of their organization(s)
 - Evaluation of alternative products therefore lower dependencies on large & powerful vendors
- Pressure on profit margin drives suppliers to
 - Improve internal efficiency and productivity based on technological evolution
 - Reduction of internal order processing time
 - Design differentiation
 - Evaluate alternative product mix to include services and generic products



Sources: Accenture Research

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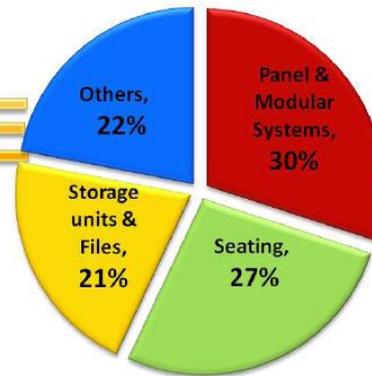
Agenda

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Product Segmentation

- Office furniture includes panel and modular systems; seating; storage units and files; and other products.
- Office furniture can be further classified in to either wood or non wood.
- In 2008, approximately 30% of the office furniture produced was wooden (including wood-framed upholstered furniture) while non wood products (encompassing all other materials like metal and plastic) represented 70 percent of production.

Office Furniture Shipments by Type in 2008



Sources: Freedonia, Accenture Research

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Agenda

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Five Forces Analysis

Potential Competitive Forces	Level	Rationale
<ul style="list-style-type: none"> Internal Competition within the Industry 		<ul style="list-style-type: none"> The furniture market is highly competitive and dominated by small number of large corporations: Steelcase, Haworth, Herman Miller and Knoll New companies entering marketplace.
<ul style="list-style-type: none"> Barriers to Entry 		<ul style="list-style-type: none"> Manufacturer value driven by scale economies; distributor value driven by service quality.
<ul style="list-style-type: none"> Pressure from Substitute Products 		<ul style="list-style-type: none"> The commodity nature of the office furniture product discourages threats of substitute products.
<ul style="list-style-type: none"> Bargaining Power of Suppliers 		<ul style="list-style-type: none"> Enough suppliers in this industry to sustain competitive environment. Size/cost efficiencies may increase supplier profitability.
<ul style="list-style-type: none"> Bargaining Power of Buyers 		<ul style="list-style-type: none"> Pressure to increase sales volumes provides buyers with a good deal of leverage as it relates to pricing.

EXAMPLE

Source: Michael E. Porter, *Competitive Strategy: Techniques for Analyzing Industries and Competitors*.

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EXAMPLE

Distribution Channels

The Furniture supplies industry crosses a number of distribution channels.

Distribution Channels	Advantages	Disadvantages
Independent Local Distribution	<ul style="list-style-type: none"> Personalized service management 	<ul style="list-style-type: none"> Limited pricing power Limited brand availability
Manufacturers	<ul style="list-style-type: none"> Significant pricing power Can cut pricing protection to distribution channels National dealer network End-to-end service management 	<ul style="list-style-type: none"> Lead time Lack of local presence / service logistics ability
Furniture Rental	<ul style="list-style-type: none"> Alternative for short-term usage 	<ul style="list-style-type: none"> Integration Price
Used Furniture	<ul style="list-style-type: none"> Competitive pricing Potential for integration 	<ul style="list-style-type: none"> Lack of national breadth Rarely end-to-end service management Product availability
Office Supply / Furniture Superstore	<ul style="list-style-type: none"> Strong brand Both retail and web presence 	<ul style="list-style-type: none"> Not as efficient operationally Provide "consumer level" retail-quality products primarily

Sources: Accenture Research

Accenture Procurement Solutions

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Agenda

- Overview of the Global Furniture Market
- Market Trend
- Industry Overview
- Industry Cost Structure
- Product Segmentation
- Five – Forces Analysis
- Distribution Channels
- Supplier Profiles - Global
- Supplier Profiles – EMEA

EXAMPLE

Basic Information : 		Major Customers : <ul style="list-style-type: none"> ▪ Dun & Bradstreet ▪ Universal Insurance ▪ British Petroleum ▪ PricewaterhouseCoopers ▪ Boeing ▪ Daimler Chrysler 														
Name : Steelcase Incorporated Tel : 001 616 247 2710 Fax : 001 616 475 2270 Website : www.steelcase.com Address : 901 44th Street Southeast, Grand Rapids, MI 49508, United States.		Employees <ul style="list-style-type: none"> • 13000 Years in Business <ul style="list-style-type: none"> • 97 Sales Turnover in 2008 <ul style="list-style-type: none"> • € 2203.9 Million 														
Company Overview : <ul style="list-style-type: none"> • Steelcase is the world's largest designer and manufacturer of office furniture, and complimentary products and services. • The net profit of the company was \$133.2 million in 2008, an increase of 24.6% over 2007. • They have 31 manufacturing plants & 800 dealer outlets in America, Europe, Asia, and Middle East & Africa and distributes. 	Key Ratios <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>1.45</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>1.20</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>0.35</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>6.30</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>-0.37</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>-0.60</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>-1.42</td> </tr> </table>	Current Ratio (MRQ)	1.45	Quick Ratio (MRQ)	1.20	Debt to Equity (MRQ)	0.35	Sales 5 Year Growth	6.30	Net Profit Margin (TTM) %	-0.37	Return on Assets (TTM) %	-0.60	Return on Equity (TTM) %	-1.42	Geographical Presence: <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/>
Current Ratio (MRQ)	1.45															
Quick Ratio (MRQ)	1.20															
Debt to Equity (MRQ)	0.35															
Sales 5 Year Growth	6.30															
Net Profit Margin (TTM) %	-0.37															
Return on Assets (TTM) %	-0.60															
Return on Equity (TTM) %	-1.42															

Basic Information :  Name : HNI International Tel : 001 563 264 7400 Fax : 001 563 264 7217 Website : www.hniinternational.com Address : 408, East Second Street, Muscatine, IA 52761, United States.		Major Customers : <ul style="list-style-type: none"> ▪ Microsoft ▪ Santander Bank ▪ American Express ▪ Lloyds Bank ▪ BMW ▪ Bank of New York 														
Company Overview : <ul style="list-style-type: none"> • In 2008 the Corporation was recognized by Fortune Magazine as one of America's Most Admired Companies in the furniture industry. • For the three months ended 4 April, 2009, HNI Corporation's revenues decreased 28% to \$405.7M . • HNI Corporation is a group of seven companies, each representing a family of leading brands, products and services for the office and home. 	Key Ratios <table border="1"> <tr><td>Current Ratio (MRQ)</td><td>1.16</td></tr> <tr><td>Quick Ratio (MRQ)</td><td>0.88</td></tr> <tr><td>Debt to Equity (MRQ)</td><td>0.73</td></tr> <tr><td>Sales 5 Year Growth</td><td>7.13</td></tr> <tr><td>Net Profit Margin (TTM) %</td><td>1.28</td></tr> <tr><td>Return on Assets (TTM) %</td><td>2.56</td></tr> <tr><td>Return on Equity (TTM) %</td><td>6.76</td></tr> </table>	Current Ratio (MRQ)	1.16	Quick Ratio (MRQ)	0.88	Debt to Equity (MRQ)	0.73	Sales 5 Year Growth	7.13	Net Profit Margin (TTM) %	1.28	Return on Assets (TTM) %	2.56	Return on Equity (TTM) %	6.76	Employees <ul style="list-style-type: none"> • 12000 Years in Business <ul style="list-style-type: none"> • 65 Sales Turnover in 2008 <ul style="list-style-type: none"> • € 1685.8 Million
Current Ratio (MRQ)	1.16															
Quick Ratio (MRQ)	0.88															
Debt to Equity (MRQ)	0.73															
Sales 5 Year Growth	7.13															
Net Profit Margin (TTM) %	1.28															
Return on Assets (TTM) %	2.56															
Return on Equity (TTM) %	6.76															
		Geographical Presence: <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/> 														

Basic Information : Name : Knoll Incorporated Tel : 001 215 679 7991 Fax : 001 215 679 3904 Website : www.knoll.com Address : 1235, Water Street, East Greenville, PA 18041, United States.				Major Customers : <ul style="list-style-type: none"> ▪ State Purchasing ▪ Ag Country ▪ Citroen ▪ Renault ▪ Isuzu ▪ Suzuki 															
Company Overview : <ul style="list-style-type: none"> • The Company has a direct sales force of approximately 250 Professional and a network of 220 independent dealers. • For the three months ended 31 March 2009, Knoll, Inc.'s revenues decreased 21% to \$212.6M. . • All Knoll manufacturing facilities in North America are ISO 14001-certified, an important mark of commitment to environmentally responsible practices. 		Key Ratios <table border="1"> <tr><td>Current Ratio (MRQ)</td><td>1.58</td></tr> <tr><td>Quick Ratio (MRQ)</td><td>0.99</td></tr> <tr><td>Debt to Equity (MRQ)</td><td>7.72</td></tr> <tr><td>Sales 5 Year Growth</td><td>9.95</td></tr> <tr><td>Net Profit Margin (TTM) %</td><td>7.25</td></tr> <tr><td>Return on Assets (TTM) %</td><td>10.90</td></tr> <tr><td>Return on Equity (TTM) %</td><td>122.36</td></tr> </table>		Current Ratio (MRQ)	1.58	Quick Ratio (MRQ)	0.99	Debt to Equity (MRQ)	7.72	Sales 5 Year Growth	9.95	Net Profit Margin (TTM) %	7.25	Return on Assets (TTM) %	10.90	Return on Equity (TTM) %	122.36	Employees <ul style="list-style-type: none"> • 3838 Years in Business <ul style="list-style-type: none"> • 71 Sales Turnover in 2008 <ul style="list-style-type: none"> • € 761.9 Million 	
Current Ratio (MRQ)	1.58																		
Quick Ratio (MRQ)	0.99																		
Debt to Equity (MRQ)	7.72																		
Sales 5 Year Growth	9.95																		
Net Profit Margin (TTM) %	7.25																		
Return on Assets (TTM) %	10.90																		
Return on Equity (TTM) %	122.36																		
				Geographical Presence: <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/> 															

Basic Information : 		Major Customers : ▪ Not Available														
Name : Herman Miller Incorporated Tel : 001 616 654 3000 Fax : 001 616 654 3632 Website : www.hermanmiller.com Address : 855, East Main Avenue, Zeeland, MI 49464 , United States.		Employees •6292 Years in Business • 104 Sales Turnover in 2008 • € 1385.2 Million														
Company Overview : <ul style="list-style-type: none"> • Herman Miller designs, manufactures and distributes furnishings, interior products and related services. • Net sales of \$262,000 in 1923 grew to \$25 million in 1970, the year the company went public; net sales in fiscal year 2004 were \$1.34 billion. • Herman Miller recognized among Information Week 500 for the sixth consecutive year . 	Key Ratios <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>182</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>1.64</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>7.41</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>8.53</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>5.48</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>13.62</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>394.11</td> </tr> </table>	Current Ratio (MRQ)	182	Quick Ratio (MRQ)	1.64	Debt to Equity (MRQ)	7.41	Sales 5 Year Growth	8.53	Net Profit Margin (TTM) %	5.48	Return on Assets (TTM) %	13.62	Return on Equity (TTM) %	394.11	Geographical Presence: <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/>
Current Ratio (MRQ)	182															
Quick Ratio (MRQ)	1.64															
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Net Profit Margin (TTM) %	5.48															
Return on Assets (TTM) %	13.62															
Return on Equity (TTM) %	394.11															

<p>Basic Information :</p> <p>Name : Haworth, Inc.</p> <p>Tel : 001 616 393 3000</p> <p>Fax : 001 616 393 1570</p> <p>Website : www.haworth.com</p> <p>Address : One Haworth Center, Holland, MI 49423-9570, United States.</p>				<p>Major Customers :</p> <ul style="list-style-type: none"> ▪ Beitler Real Estate ▪ Motorola ▪ Compuware ▪ Olympus ▪ CEMEX ▪ Consigli Construction Company, Inc 															
<p>Company Overview :</p> <ul style="list-style-type: none"> • The first in the industry to receive ISO/IEC 17025 accreditation and ISO 9000: 2000 and 14001. • The industry's only Malcolm Baldrige National Quality Award finalist . • It is headquartered in Holland, Mich. In the first 50 years, the company has grown to more than 14,000 members worldwide and their Team includes more than 50 LEED Accredited Professionals. 		<p>Key Ratios</p> <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>2.6</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>NA</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>NA</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>NA</td> </tr> </table>		Current Ratio (MRQ)	2.6	Quick Ratio (MRQ)	NA	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA	<p>Employees</p> <ul style="list-style-type: none"> •8000 <p>Years in Business</p> <ul style="list-style-type: none"> • 61 <p>Sales Turnover in 2008</p> <ul style="list-style-type: none"> • € 1021.4 Million 	
Current Ratio (MRQ)	2.6																		
Quick Ratio (MRQ)	NA																		
Debt to Equity (MRQ)	NA																		
Sales 5 Year Growth	NA																		
Net Profit Margin (TTM) %	NA																		
Return on Assets (TTM) %	NA																		
Return on Equity (TTM) %	NA																		
		<p>Geographical Presence:</p> <ul style="list-style-type: none"> •EMEA <input checked="" type="checkbox"/> •APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> •US <input checked="" type="checkbox"/> 																	

<p>Basic Information : </p> <p>Name : Kimball International</p> <p>Tel : 001 812 482 1600</p> <p>Fax : 001 812 482 8804</p> <p>Website : www.kimball.com</p> <p>Address : 1600 Royal Street, Jasper, IN 47549, United States.</p>		<p>Major Customers</p> <ul style="list-style-type: none"> • Champaign Bank • DCSI • Global IP Solutions • SAP • The Private Bank 														
<p>Company Overview :</p> <ul style="list-style-type: none"> • Kimball Office has furnished desks and/or seating for such high-profile offices as the Vice President of the United States, the U.S. Senate, the Pentagon, and numerous state governors' offices.. • For the six months ended 31 December 2008, Kimball International's revenues decreased 2% to \$667.1M. Net income from continuing ops. decreased 4% to \$10.4M. 	<p>Key Ratios</p> <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>1.52</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>1</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>0.19</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>3.65</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>-0.03</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>-0.05</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>-0.09</td> </tr> </table>	Current Ratio (MRQ)	1.52	Quick Ratio (MRQ)	1	Debt to Equity (MRQ)	0.19	Sales 5 Year Growth	3.65	Net Profit Margin (TTM) %	-0.03	Return on Assets (TTM) %	-0.05	Return on Equity (TTM) %	-0.09	<p>Employees</p> <ul style="list-style-type: none"> • 7195 <p>Years in Business</p> <ul style="list-style-type: none"> • 70 <p>Sales Turnover in 2008</p> <ul style="list-style-type: none"> • € 919.6 Million
Current Ratio (MRQ)	1.52															
Quick Ratio (MRQ)	1															
Debt to Equity (MRQ)	0.19															
Sales 5 Year Growth	3.65															
Net Profit Margin (TTM) %	-0.03															
Return on Assets (TTM) %	-0.05															
Return on Equity (TTM) %	-0.09															
		<p>Geographical Presence:</p> <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/> 														

Agenda

- Overview of the Global Furniture Market
- Market Trend
- Industry Overview
- Industry Cost Structure
- Product Segmentation
- Five – Forces Analysis
- Distribution Channels
- Supplier Profiles - Global
- Supplier Profiles – EMEA

EXAMPLE

Basic Information :

Name : Haworth, Inc.

Tel : 001 616 393 3000

Fax : 001 616 393 1570

Website : www.haworth.com

Address : One Haworth Center, Holland, MI 49423-9570, United States.



Major Customers :

- Beitler Real Estate
- Motorola
- Compuware
- Olympus
- CEMEX
- Consigli Construction Company, Inc

Employees

- 8000

Years in Business

- 61

Sales Turnover in 2008

- € 1021.4 Million

Company Overview :

- The first in the industry to receive ISO/IEC 17025 accreditation and ISO 9000: 2000 and 14001.
- The industry's only Malcolm Baldrige National Quality Award finalist .
- It is headquartered in Holland, Mich. In the first 50 years, the company has grown to more than 14,000 members worldwide and their Team includes more than 50 LEED Accredited Professionals.

Key Ratios

Current Ratio (MRQ)	2.6
Quick Ratio (MRQ)	NA
Debt to Equity (MRQ)	NA
Sales 5 Year Growth	NA
Net Profit Margin (TTM) %	NA
Return on Assets (TTM) %	NA
Return on Equity (TTM) %	NA

Geographical Presence:

- EMEA
- APAC
- UK
- US

<p>Basic Information : interstuhl</p> <p>Name : Interstuhl Büromöbel GmbH & Co KG</p> <p>Tel : 004 974 368 710</p> <p>Fax : 004 974 368 711 10</p> <p>Website : www.interstuhl.de</p> <p>Address : Brühlstrasse 21 , Messtetten, 72469 , BADEN-WÜRTTEMBERG GERMANY</p>		<p>Major Customers</p> <ul style="list-style-type: none"> • Spuntik • Audi • Mercedes-Benz • Press centre of the Cologne fair • Duravit Design Centre 														
<p>Key Observations :</p> <ul style="list-style-type: none"> • Interstuhl, which has only been in existence for 40 years, is now one of the leading European producers of seating furniture. • With 8 branches and more than 40 sales partners Interstuhl has a worldwide presence . • Certified to DIN EN/ISO 9001 since 1993. Certified to DIN EN/ISO 14001 since 1996. 	<p>Key Ratios</p> <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>NA</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>NA</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>NA</td> </tr> </table>	Current Ratio (MRQ)	NA	Quick Ratio (MRQ)	NA	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA	<p>Employees</p> <ul style="list-style-type: none"> • 500 <p>Years in Business</p> <ul style="list-style-type: none"> • 40 <p>Sales Turnover in 2008</p> <ul style="list-style-type: none"> • € 102.0 Million
Current Ratio (MRQ)	NA															
Quick Ratio (MRQ)	NA															
Debt to Equity (MRQ)	NA															
Sales 5 Year Growth	NA															
Net Profit Margin (TTM) %	NA															
Return on Assets (TTM) %	NA															
Return on Equity (TTM) %	NA															
		<p>Geographical Presence:</p> <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/> 														

Basic Information :  Name : Ceka Office Furniture Systems Ltd Tel : 016 387 127 77 Fax : 016 387146 65 Website : www.ceka.co.uk Address : 17 Mahoney Green, Green Lane West, Rackheath NORWICH, Norfolk, NR13 6JY, UNITED KINGDOM		Major Customers <ul style="list-style-type: none"> • Pallex Ltd • Magdalene Telecom Ltd • 21st Direct • Xaarjet LTD • Newman DCA LTD 														
Key Observations : <ul style="list-style-type: none"> •Ceka Office Interiors manufacture, supply and install System Furniture, Seating, Storage Walling and Partitioning. •Ceka Office Interiors are located in East Anglia and the Midlands and are one of Europe's largest privately owned furniture manufacturers. . •Ceka's expertise is based on over 100 successful years of experience. 		Key Ratios <table border="1"> <tr><td>Current Ratio (MRQ)</td><td>1.9</td></tr> <tr><td>Quick Ratio (MRQ)</td><td>1.3</td></tr> <tr><td>Debt to Equity (MRQ)</td><td>NA</td></tr> <tr><td>Sales 5 Year Growth</td><td>NA</td></tr> <tr><td>Net Profit Margin (TTM) %</td><td>NA</td></tr> <tr><td>Return on Assets (TTM) %</td><td>NA</td></tr> <tr><td>Return on Equity (TTM) %</td><td>NA</td></tr> </table>	Current Ratio (MRQ)	1.9	Quick Ratio (MRQ)	1.3	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA
Current Ratio (MRQ)	1.9															
Quick Ratio (MRQ)	1.3															
Debt to Equity (MRQ)	NA															
Sales 5 Year Growth	NA															
Net Profit Margin (TTM) %	NA															
Return on Assets (TTM) %	NA															
Return on Equity (TTM) %	NA															
		Employees <ul style="list-style-type: none"> • NA Years in Business <ul style="list-style-type: none"> • 100 Sales Turnover in 2008 <ul style="list-style-type: none"> • NA 														
		Geographical Presence: <ul style="list-style-type: none"> •EMEA <input checked="" type="checkbox"/> •APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> •US <input checked="" type="checkbox"/> 														

Basic Information : 		Major Customers : <ul style="list-style-type: none"> ▪ Apple, Inc. ▪ Polo Ralph Lauren Corporation ▪ Kohler Co. 														
Name : Dauphin North America Tel : 001 973 263 1100 Fax : 001 973 263 3551 Website : www.dauphin.com Address : 300 Myrtle Avenue , Boonton, NJ 07005-1837 United States		Employees <ul style="list-style-type: none"> •100 Years in Business <ul style="list-style-type: none"> • 40 Sales Turnover in 2008 <ul style="list-style-type: none"> • € 12.5 Million 														
Key Observations : <ul style="list-style-type: none"> • A \$200-million enterprise it is recognized in more than 50 countries . •Dauphin services the NAFTA markets from factories located in New Jersey and Ontario, and their daily production increases more than 4,000 units. • Dauphin offers a seating program comprised of following fundamentals: Individual product families, Dauphin System-Ergonomics Attractive price/performance ratios. 	Key Ratios <table border="1"> <tr><td>Current Ratio (MRQ)</td><td>NA</td></tr> <tr><td>Quick Ratio (MRQ)</td><td>NA</td></tr> <tr><td>Debt to Equity (MRQ)</td><td>NA</td></tr> <tr><td>Sales 5 Year Growth</td><td>NA</td></tr> <tr><td>Net Profit Margin (TTM) %</td><td>NA</td></tr> <tr><td>Return on Assets (TTM) %</td><td>NA</td></tr> <tr><td>Return on Equity (TTM) %</td><td>NA</td></tr> </table>	Current Ratio (MRQ)	NA	Quick Ratio (MRQ)	NA	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA	Geographical Presence: <ul style="list-style-type: none"> •EMEA <input checked="" type="checkbox"/> •APAC <input checked="" type="checkbox"/> •UK <input checked="" type="checkbox"/> •US <input checked="" type="checkbox"/>
Current Ratio (MRQ)	NA															
Quick Ratio (MRQ)	NA															
Debt to Equity (MRQ)	NA															
Sales 5 Year Growth	NA															
Net Profit Margin (TTM) %	NA															
Return on Assets (TTM) %	NA															
Return on Equity (TTM) %	NA															

Basic Information : Name : Sedus Stoll. Tel : 07751 840 Fax : 07751 84310 Website : www.sedus.de Address : Brückenstr 15, 79761 WALDSHUT-TIENGEN, PB. 1942, 79746 WALDSHUT-TIENGEN, GERMANY				Major Customers : <ul style="list-style-type: none"> ▪ Vodafone ▪ Mercedes ▪ PSD Bank ▪ BMW ▪ Lufthansa ▪ IBM 															
Key Observations : <ul style="list-style-type: none"> • Sedus is a global player with 130 years of experience. • The range of services offered by Sedus includes professional planning, customer care and events as well as qualified training programmes. • They are established for more than 120 years and are into providing wide varieties of furniture services and directly export to over 40 countries around the globe. 		Key Ratios <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>NA</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>NA</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>NA</td> </tr> </table>				Current Ratio (MRQ)	NA	Quick Ratio (MRQ)	NA	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA
Current Ratio (MRQ)	NA																		
Quick Ratio (MRQ)	NA																		
Debt to Equity (MRQ)	NA																		
Sales 5 Year Growth	NA																		
Net Profit Margin (TTM) %	NA																		
Return on Assets (TTM) %	NA																		
Return on Equity (TTM) %	NA																		
		Employees • 1101 Years in Business • 130 Sales Turnover in 2008 • € 139 Million		Geographical Presence: <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/> 															

Basic Information : 		Major Customers <ul style="list-style-type: none"> • Not Available 														
Name : koenig-neurath Tel : 004 960 394 830 Fax : 004 960 394 832 14 Website : www.koenig-neurath.de/en/.com Address : Industriestrasse 1-3 , Karben, 61184, Germany.		Employees <ul style="list-style-type: none"> • 1200 Years in Business <ul style="list-style-type: none"> • 84 Sales Turnover in 2008 <ul style="list-style-type: none"> • € 130.0 Million 														
Key Observations : <ul style="list-style-type: none"> • The company currently has three production sites and seven Showrooms. In addition they have international branches in England and the Netherlands. • Managed by the owner, not quoted on the stock exchange. • Adaptability, Dynamics, Stimulation and Stability are fundamental principles for König + Neurath seating furniture systems. 	Key Ratios <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>NA</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>NA</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>NA</td> </tr> </table>	Current Ratio (MRQ)	NA	Quick Ratio (MRQ)	NA	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA	Geographical Presence: <ul style="list-style-type: none"> • EMEA <input checked="" type="checkbox"/> • APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/>
Current Ratio (MRQ)	NA															
Quick Ratio (MRQ)	NA															
Debt to Equity (MRQ)	NA															
Sales 5 Year Growth	NA															
Net Profit Margin (TTM) %	NA															
Return on Assets (TTM) %	NA															
Return on Equity (TTM) %	NA															

Basic Information :  Name : Assmann Bueromoebel GmbH & Co . Tel : 004 954 227 062 28 Fax : 004 954 227 062 95 Website : www.assmann.de Address : Heinrich-Assmann Strasse 11, Melle, 49324, Germany.		Major Customers : <ul style="list-style-type: none"> ▪ Not Available 														
Key Observations : <ul style="list-style-type: none"> •ASSMANN employs over 300 people and in 2008 achieved a turnover of EUR 69.8 million. •Certified to DIN EN ISO 9001, EN ISO 14001 and the EU eco audit and also got awarded the "Der Blaue Engel" environmental label. •By 1989 company achieving a record high by surpassing the one hundred million mark . 	Key Ratios <table border="1"> <tr> <td>Current Ratio (MRQ)</td> <td>2.6</td> </tr> <tr> <td>Quick Ratio (MRQ)</td> <td>NA</td> </tr> <tr> <td>Debt to Equity (MRQ)</td> <td>NA</td> </tr> <tr> <td>Sales 5 Year Growth</td> <td>NA</td> </tr> <tr> <td>Net Profit Margin (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Assets (TTM) %</td> <td>NA</td> </tr> <tr> <td>Return on Equity (TTM) %</td> <td>NA</td> </tr> </table>	Current Ratio (MRQ)	2.6	Quick Ratio (MRQ)	NA	Debt to Equity (MRQ)	NA	Sales 5 Year Growth	NA	Net Profit Margin (TTM) %	NA	Return on Assets (TTM) %	NA	Return on Equity (TTM) %	NA	Employees <ul style="list-style-type: none"> • 300 Years in Business <ul style="list-style-type: none"> • 70 Sales Turnover in 2008 <ul style="list-style-type: none"> • € Million
Current Ratio (MRQ)	2.6															
Quick Ratio (MRQ)	NA															
Debt to Equity (MRQ)	NA															
Sales 5 Year Growth	NA															
Net Profit Margin (TTM) %	NA															
Return on Assets (TTM) %	NA															
Return on Equity (TTM) %	NA															
		Geographical Presence: <ul style="list-style-type: none"> •EMEA <input checked="" type="checkbox"/> •APAC <input checked="" type="checkbox"/> • UK <input checked="" type="checkbox"/> • US <input checked="" type="checkbox"/> 														

EXAMPLE: SUPPLIER PERFORMANCE MANAGEMENT – OUTPLACE SERVICES



Outplacement Services

Supplier Analysis

EXAMPLE

16th January 2009

WFT: ABC

GS : XYZ

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Agenda

I. Scope of the Project

- Key Milestones
- Overview of Suppliers
- Detailed Supplier analysis
- Next Steps / Questions

EXAMPLE

Supplier Overview

Company Name	Company Overview
Penna Consulting plc	Penna Consulting has more than 230 clients with 75 locations across UK with firm recorded annual sales of £ 49.1m last year.
Hays plc	Hays Plc is a expert in HR Services & Resource Mining its client list includes Vodaphone, DB etc. Its annual sales is £ 2450m
Interaction Recruitment Plc	Interaction Recruitment Plc is an expert in HR services and IT consultancy. Its clients include Regus UK ltd and ESS Ltd, its annual sales is £ 20.4m.
Origin Hr Consulting Ltd.	Origin Hr Consulting Ltd is an expert in Interview Management and Candidate tracking, its client list includes DB, State street etc. Its annual sales is £ 24.4m.
Levy Associates Ltd	Levy Associates Ltd is an expert in Recruitment services and career counselling. Its clients includes IBM, Accenture etc. its annual sales is £ 17.3m
The Connor Consultancy Ltd	The Connor Consultancy Ltd is an expert in Outplacement and Performance Management services. Its client list includes IPC media, Connexions etc. its annual sales is £ 0.4m.
New Horizons (Careers) Ltd	New Horizons (Careers) Ltd is an expert in Redundancy advice and Career, Talent Management. They have experience in supporting clients from Financial services, Legal Management services etc.
Savile Group Plc	Savile Group Plc is an expert in Mentoring coaching and career Management. They have experience in supporting clients for HR services. Its annual sales £ 6.9m
Hudson Global Rouresces Ltd.	Hudson Global Rouresces Ltd is an expert in Candidate Management and Recruitment services. Its client list includes e.on, Honda etc. its annual sales £ 161.8m
Love and Tate	Love and Tate is an expert in Outplacement and Training services. They have experience in supporting clients for outplacement related services. Its annual sales is £ 13.6m
Abacus Recruitment & Training Services UK Ltd	Abacus Recruitment & Training Services UK Ltd is an expert in Recruitment and Training services. It has an experience in supporting clients for career development progression services. Its annual sales is £ 15.1m

Overview

- Penna Consulting Plc is engaged in the provision of human capital management consultancy for the 35 years.
- Penna Consultancy has an experience in creative communication, executive recruitment, executive interim, board and executive coaching, human resource consulting and career transition.
- They have strong presence in Europe and Asia with more than 75 location in the UK and Ireland alone.
- Penna serves 230 plus clients with 224 permanent employees backed up by a network of 400 associates.
- Penna offers in-house career development with Penna Pathways Outplacement Services as a part of Career Transition Services.

Services

- Recruitment Communications
- Human Resource Consulting
- Executive Recruitment
- Career Transition
- Board and Executive Coaching
- Human Capital Management Consultancy



Client List

Deutsche Bank	Accenture
ABN Amro	British Telecom
Bank of America	Virgin Mobile
Barclays Bank Plc	Fujitsu
Citigroup	IBM

Geographical Locations

Major Locations in the UK				
Edinburgh	Belfast	Dublin	Leeds	Bristol
London	Manchester	Birmingham	Cork	Luton
Cambridgeshire	Maidenhead	Watford	York	Norwich
Cardiff	Dundee	Glasgow	Exeter	Hatfield

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End → 31-Mar-2008
Annual Sales → £ 49.1
Net Income → £ 1.4
Total Asset → £ 32.0

Key Figures (In Mil GBP)

Current Assets → £16.02
Fixed Assets → £15.94
Total Liabilities → £ 9.82
Net Worth → £ 5.26

Key Ratio

Current Ratio → 1.30

Turnover & Total Assets Chart



Source ▶ The above references are incorporated from One Source

Strengths

- They have permanent employee of 224 and are Supported by its network of 400 associates.

Weaknesses

- The group has a net cash position and is strongly cash generative - it is trading on a free cash flow yield of 12.4%. Clearly, there will be some concerns over further margin pressure in outplacement.

EXAMPLE

Opportunities

- By their redundancy and restructuring programs they are expected to grow revenue by an impressive 19%.

Threats

- This year the sector has fallen from grace and is currently characterised by high risk and low visibility.

Source ► The above references are incorporated from the supplier website

Hays plc

Head Office: 250 Euston Road, London NW1 2AF

website: www.haysplc.com

Tel: 44 20 73832266

Overview

- Hays Plc has 393 offices in 27 countries with 8,872 Employees world wide.
- They Recruit permanent and temporary professional and technical staff.
- Hays Plc operates from three geographical segments United Kingdom and Ireland, Continental Europe and Rest of the World, and Asia Pacific.
- They have placed 80,000 candidates into permanent jobs and assigned temporary placement for about 300,000 people.

Services

- Information technology
- Human resource
- Contact centers
- Resource management
- Education

EXAMPLE

Client List

Vodaphone	PricewaterhouseCoopers
KPMG	Deutsche Bank
Bank of New York	

Geographical Locations

Major Locations in UK				
London	x	x	x	x
Other Locations				
France	Germany	Italy	Luxemburg	Ireland
Netherlands	Switzerland	Hungary	Portugal	Spain

Source ► The above references are incorporated from the supplier website

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Financial Summary (In Mil GBP)

Fiscal Year End	→ 30-June-2008
Annual Sales	→ 2540.0
Net Income	→ 188.2
Total Asset	→ 741.5

Key Figures (In Mil GBP)

Current Assets	→ 444.10
Fixed Assets	→ 209.90
Total Liabilities	→ 249.90
Net Worth	→ -50.00

Key Ratio

Current Ratio	→ 1.56
---------------	--------

Turnover & Total Assets Chart



EXAMPLE

Total Revenue



Source ► The above references are incorporated from One Source

Strengths

- Hays Plc have placed 80,000 candidates and temporary 300,000.
- Hays plc's revenues increased 20% to £2.54B. Net income from continuing operations increased 27% to £187.8M.

Weaknesses

Not available

EXAMPLE

Opportunities

- Increase in online visitors every day to help organisation placing more candidates in turn increase in revenue.

Threats

Not available

Source ► The above references are incorporated from the supplier website

Interaction Recruitment Plc

Head office: Suite A1, First Floor, Ambury House, 89 High Street, Huntingdon, PE29 3DP

website: www.irweb.co.uk
Tel 01480 436111

Overview

- Interaction Recruitment PLC is engaged in the provision of consulting services from last 16 years.
- They specialize in providing permanent, contract, temporary and contract hire recruitment solutions.
- The industries they support include Information technology and telecommunications, sales and marketing, engineering and human resource.

Services

- Human Resource
- Information Technology

EXAMPLE

Client List

Totectors Limited	BioGene Limited
ESS Limited	Spectra Gases Limited
Towcester Racecourse Company Limited	PinkRoccade UK
Edstrom of Sweden Limited	Mason's Paper Limited
Pollyflame Concept (UK) Limited	Regus UK Limited

Geographical Locations

Major Locations in the UK		
Cambridge	Huntingdon	Kettering
Letchworth	Milton Keynes	Northampton
Peterborough	Wellingborough	Watford

Source ► The above references are incorporated from the supplier website

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Financial Summary (In Mil GBP)

Fiscal Year End	→ 31-Dec-2007
Annual Sales	→ 20.4
Net Income	→ 0.9
Total Asset	→ 5.9

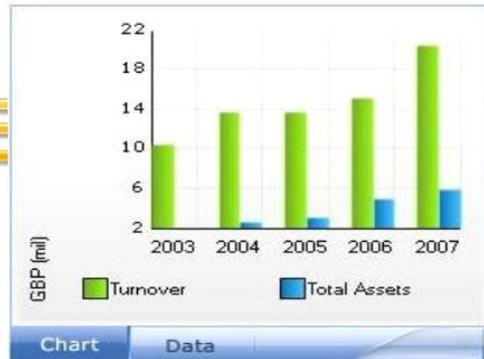
Key Figures (In Mil GBP)

Current Assets	→ 5.39
Fixed Assets	→ 0.53
Total Liabilities	→ 3.08
Net Worth	→ 2.26

Key Ratio

Current Ratio	→ 1.66
---------------	--------

Turnover & Total Assets Chart



EXAMPLE

Source ► The above references are incorporated from One Source

Strengths

- Service provider placement services and managed service programmes from past 16 years.

Weaknesses

- Not available

EXAMPLE

Opportunities

- Net growth in the last five years will help the organisation to stabilize

Threats

- Not available

Source ► The above references are incorporated from the supplier website

Overview

- Origin HR is engaged in the provision of Recruitment Process Outsourcing services to clients across EMEA, North America and Asia Pacific
- They serve various sectors like financial services, retail, manufacturing, hospitality and the public sector
- Origin HR was awarded the Best Managed Service Provider in the prestigious UK Recruiter Award category for outsourced recruitment services for 2007 & 2008.

Services

- creation and analysis of Person specific report
- Interview co-ordination and management
- Coordination management
- Bespoke recruitment management technology and reporting
- Candidate Tracking

EXAMPLE

Client List

List of Clients	
Deutsche Bank	CA
Dresdner Kleinwort	Oberther
State Street	Morgan carbon Europe
Scottish Widows Investment Partnership	M&G Investment

Geographical Locations

Major Locations in UK	
London	X

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End → 28-Dec-2007
Annual Sales → £ 24.4
Net Income → £ 0.6
Total Asset → £ 5.0

Key Figures (In Mil GBP)

Current Assets → £ 5.01
Fixed Assets → £ 0.00
Total Liabilities → £ 2.52
Net Worth → £ 1.18

Key Ratio

Current Ratio → 1.31

Turnover & Total Assets Chart



EXAMPLE

Source ► The above references are incorporated from One Source

Strengths

- It was one of just two companies to receive the UK Prestigious award for the category outsourcing services.

Weaknesses

- Not available

EXAMPLE

Opportunities

- They are currently seeking to hire Contingent Worker Recruiters to enable the client to attract and recruit appropriately skilled people across EMEA

Threats

- Not available

Source ► The above references are incorporated from the supplier website

Overview

- Levy Associates Ltd is engaged in provision of HR outsourcing services across UK and Europe.
- They have 8 years of experience and were featured in the Sunday Fast Track 100 list of fast growing companies in the UK in 2005
- They provide staffing solutions for Banks, Software, Hardware, Consumer goods and Manufacturing companies.
- Their client list includes fortune 500 companies like IBM, ING Bank, Cannon, ABN Amro, Accenture to name a few.

Services

- Recruitment
- Online Services
- Training
- Career Counselling

EXAMPLE

Client List

IBM	Cannon
ABN Amro	BP
Accenture	ING Bank
Johnson & Johnson	Atos Orgin

Geographical Locations

Major Locations in UK	
St Albans	Hertfordshire

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End → 31-Jan-2008
Annual Sales → £17.7
Net Income → £ 1.1
Total Asset → £ 7.7

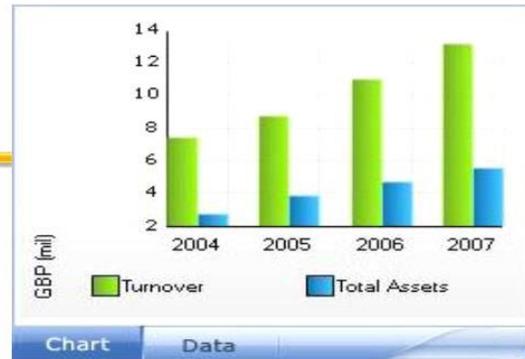
Key Figures (In Mil GBP)

Current Assets → £ 5.45
Fixed Assets → £ 0.09
Total Liabilities → £ 0.93
Net Worth → £ 3.72

Key Ratio

Current Ratio → 2.99

Turnover & Total Assets Chart



EXAMPLE

Source ▶ The above references are incorporated from One Source

Strengths

- Over 8 years of experience in HR outsourcing services .

Weaknesses

- Not much presence in Global region

EXAMPLE

Opportunities

- It is one of the fastest growing companies in UK as listed in Sunday Times.

Threats

- Not available

Source ► The above references are incorporated from the supplier website

The Connor Consultancy Ltd.

Head Office: The Barn, Plum Trees, Alleyns Lane, Cookham Dean, Berkshire, SL6 9AE

website: www.connor.co.uk
Tel: +1628 520553.

Overview

- Connor has about 16 years of experience in people services.
- It is located in Berkshire UK, it offers wide range of services from outplacement to Performance management.
- Their clients include Black & Decker, HSBC, Gartner, Norwich Union etc.

Scope

- Outplacement .
- Outsourced HR support.
- Strategic recruitment
- Merger and Acquisition
- Employment law advice
- Training and Development
- Executive coaching
- Performance management
- Organizational change
- Performance profile
- Development project management
- High Touch outplacement program.

EXAMPLE

Client List

Connexions	Carphone Warehouse
Info Space	Gatwick
Black Box	IPC Media
Edstrom of Sweden Limited	Mason's Paper Limited
Pollyflame Concept (UK) Limited	Regus UK Limited

Geographical Locations

Major Locations in UK	
Dean Hire	X

Source ► The above references are incorporated from the supplier website

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Accenture Procurement Solutions

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Financial Summary (In Mil GBP)

Fiscal Year End	→ 31-Jul-2007
Annual Sales	→ £ 0.4
Net Income	→ £ 0.0
Total Asset	→ £ 0.1

Key Figures (In Mil GBP)

Current Assets	→ £ 0.11
Fixed Assets	→ £ 0.00
Total Liabilities	→ £ 0.03
Net Worth	→ £ 0.06

Key Ratio

Current Ratio	→ 2.00
---------------	--------

Turnover & Total Assets Chart



EXAMPI

Source ► The above references are incorporated from One Source

Strengths

- Diverse client list , few of the many are TNT Post Nortel and Parity.
- They have an automated performance tool called performance profile that helps in measuring behaviour for business success.
- One of their strengths is high touch outplacement program, it minimises the impact of downsizing, across the board.

Weaknesses

- Global Presence –They have locations only in the UK and site map not attached for reference.

EXAMPLE

Opportunities

- Could incorporate more information on services at their website.

Threats

- Other competitors with better pricing.

Source ► The above references are incorporated from the supplier website

Overview

- With over 17 yrs of experience ,New Horizon has been a contributor for outplacement services, Career management, Managing Redundancy, Recruitment and coaching, in the UK locations.
- They are located in London and their expertise include HR , Recruitment , Marketing, Training, Coaching Counseling, IT, Copywriting and Design.
- Their clients are from diverse backgrounds from financial services to electronics and telecommunication.

Scope

- Redundancy advice
- Managing change
- Managing the recruitment process
- Coaching and mentoring
- Professional Development
- Career and talent Management.

EXAMPLE

Client List

List of clients	
Information technology	Financial services
Accountancy	Legal management consultancy
Publishing	Higher Education

Geographical Locations.

Major Locations in UK	
London	X

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End → 31-Dec-2006
Annual Sales → £ NA
Net Income → £ 0.1
Total Asset → £ 0.04

Key Figures (In Mil GBP)

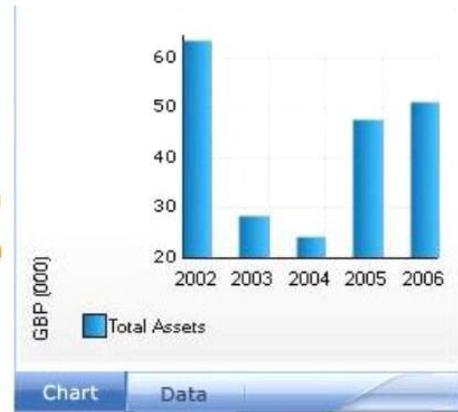
Current Assets → £ 0.04
Fixed Assets → £ 0.01
Total Liabilities → £ 0.00
Net Worth → £ -0.02

Key Ratio

Current Ratio → 0.54

EXAMPLE

Turnover & Total Assets Chart



Source ► The above references are incorporated from One Source

Strengths

- 17 years of experience in outplacement services, Career management, Managing Redundancy, Recruitment and coaching, in the UK locations.
- Expertise in HR, Recruitment, Marketing, Training, Coaching, Counselling, IT, Copy writing and design.

Weaknesses

- Their services are restricted to UK, and no site map attached for reference.
- Names of corporate clients not mentioned, only categories discussed on their site.

EXAMPLE

Opportunities

- Growing more globally which might help in increasing their business.
- Incorporating more of case study on their site.

Threats

- Competitors like Connors who have better services and case study for reference on their site.

Source ► The above references are incorporated from the supplier website

Overview

- Savile is a consultancy; it has 16 years of experience helping the clients in Retail, Financial, Public services and manufacturing sector.
- It has three divisions, Fairplace which provides career management CEDAR which offers coaching leadership, talent management and IDDSAS that provides career and business mentoring, coaching and talent management services.

Services

- mentoring coaching and advice.
- Talent management Training and Development
- Leadership management and development.
- psychometric testing,
- Quantifiable talent data
- Career management
- Organizational change
- Online engagement surveys

EXAMPLE

Client List

List of Clients
Data Not Available

Geographical Locations

Major Locations in UK	
London	X

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End	→ 30-Jun-2008
Annual Sales	→ £ 6.9
Net Income	→ £ 0.5
Total Asset	→ £ 3.9
Market Value	→ £ 5.1 (24-Dec-2008)

Key Figures (In Mil GBP)

Current Assets	→ £ 1.75
Fixed Assets	→ £ 0.19
Total Liabilities	→ £ 0.55
Net Worth	→ £ 0.87

Key Ratio

Current Ratio	→ 1.65
Liquidity Ratio	→ 1.63

Turnover & Total Assets Chart



EXAMPLE



Source ► The above references are incorporated from One Source

Strengths

- Emphasis on City placement attributes to the strong position to handle redundancies from banking, broking and corporate finance industries
- Company will have a benefit this year for full twelve months from talent management business CEDER and IDDAS
- Strong growth from cross-selling opportunities
- Recent expansion in business development and sales capacity and efforts to extend geographic reach.

Weaknesses

- Their services are restricted to UK
Names of corporate clients not mentioned on the site.

Opportunities

- Growing more globally which might help in increasing their business.
- Incorporating more of case study on their site.

Threats

- Other potent competitors like Penna.

EXAMPLE

Source ► The above references are incorporated from the supplier website

Overview

- Its is a recruitment company which offers various specialized professional recruitment and outsourcing solutions.
- It provides customized solutions which helps identify, deploy, develop, retain and reward .
- It has 12 offices across the UK and Ireland.
- It provides Human capital needs from selecting a candidate to integrating and managing the recruitment process.

Services

- HR
- Banking
- Outsourced solutions
- Telecommunications
- Financial
- Finance and information technology
- Candidate management
- Talent management
- Recruitment
- Talent management
- Marketing

EXAMPLE

Client List

List of clients	
e.on	Honda
Dubai International Capital	x

Geographical Locations in UK and Ireland

Major Locations in UK	
Dublin (Ireland)	Glasgow
Manchester	Reading
Aberdeen	Leeds
Birmingham	St Albans
Edinburgh	Guilford
Milton Keynes	London

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End	→ 31-Dec-2007
Annual Sales	→ £ 161.8
Net Income	→ £ 2.3
Total Asset	→ £ 97.0

Key Figures (In Mil GBP)

Current Assets	→ £ 94.24
Fixed Assets	→ £ 2.73
Total Liabilities	→ £ 10.58
Net Worth	→ £ 39.75

Key Ratio

Current Ratio	→ 2.31
---------------	--------

Turnover & Total Assets Chart



EXAMPL

Source ► The above references are incorporated from One Source

Strengths

- Presence in UK and Ireland

Weaknesses

Not available

EXAMPLE

Opportunities

- Not available

Threats

- Not available

Source ► The above references are incorporated from the supplier website

Love and Tate

Head Office: Warnford Court, 29 Throgmorton Street London EC2N 2LT

website: www.loveandtate.co.uk

Tel: 020 72566668

Overview

- Love and Tate has about 25 years of experience in recruitment.
- Its services range from office support to solutions for marketing people and training. They are located in London.
- other services include in-depth interviewing and screening, private interviewing facilities and regular monitoring of remuneration trends.

Scope

- Recruitment
- Training
- Outplacement
- Office support
- Payroll service
- Secretarial
- Administration
- Media Sector
- Marketing and communication
- Pitman Training
- Software and presentation Specialist
- Finance support
- Banking
- Managed recruitment

EXAMPLE

Client List

List of Clients
Data Not Available

Geographical Locations

Major Locations in UK	
London	X

Source ► The above references are incorporated from the supplier website

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Accenture Procurement Solutions

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Financial Summary (In Mil GBP)

Fiscal Year End	→ 31-Jan-2008
Annual Sales	→ £ 13.6
Net Income	→ £ 0.0
Total Asset	→ £ 2.3

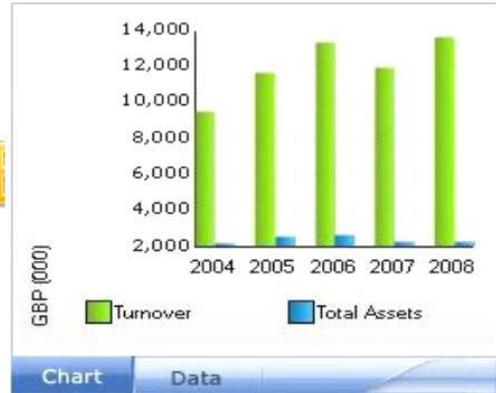
Key Figures (In Mil GBP)

Current Assets	→ £ 2.24
Fixed Assets	→ £ 0.05
Total Liabilities	→ £ 0.91
Net Worth	→ £ 1.36

Key Ratio

Current Ratio	→ 2.44
---------------	--------

Turnover & Total Assets Chart



EXAMPLE

Source ► The above references are incorporated from One Source

Strengths

- There credentials include awards for skills match programme.
- They have been ISO accredited since 1994.

Weaknesses

- Their services are restricted to UK
- No site map and client list.

EXAMPLE

Opportunities

- Growing more globally which might help in increasing their business.
- Incorporating Client List on their website.

Threats

- Not Available

Source ► The above references are incorporated from the supplier website

Overview

- Abacus provides a confidential and discreet service of recruitment and training to both client and candidate.
- They have a wide range of skill sectors including: Manufacturing, Production, Engineering, Technical Laboratory, Logistics, Accountancy, Finance, Commercial, Secretarial, Clerical, Sales & Marketing, Call centers, Catering, Driving.
- They made their presence felt across South Wales and the West of England and continues to develop with Branches planned to open across Cornwall, Devon, Somerset, Dorset, Gloucester, Wiltshire and the Midlands.

Scope

- Recruitment
- Training
- Impartial advice
- Situation analysis
- Creative problem-solving
- Career development and progression
- Building personal confidence

EXAMPLE

Client List

List of Clients
Data Not Available

Geographical Locations

Major Locations in UK				
Barnstable	Bideford	Bridgend	Caerphilly	Cardiff
Cwmbran	Ebbw Vale	Newport	Pontypool	Pontypridd
Swansea	Tiverton	Truro	x	x

Source ► The above references are incorporated from the supplier website

Financial Summary (In Mil GBP)

Fiscal Year End → 31-Dec-2006
Annual Sales → £ 15.1
Net Income → £ 0.3
Total Asset → £ 5.0

Key Figures (In Mil GBP)

Current Assets → £ 4.73
Fixed Assets → £ 0.24
Total Liabilities → £ 3.32
Net Worth → £ 0.66

Key Ratio

Current Ratio → 1.11

Turnover & Total Assets Chart



EXAM

Source ► The above references are incorporated from One Source

Strengths

- Abacus plans to open across Cornwall, Devon, Somerset, Dorset, Gloucester, Wiltshire and the Midlands making their Local market Stronger.

Weaknesses

- No scope across the globe

EXAMPLE

Opportunities

- Growing more locally, good management and good exposure of company can help to grab more market share.

Threats

- Not Available

Source ► The above references are incorporated from the supplier website

Next Steps / Questions

Next Tasks:

- Based on the inputs from Catherine Cole the next steps will be decided.
- Any specific suppliers in these categories and the website name for the financial information.

EXAMPLE

EXAMPLE: SUPPLIER PERFORMANCE MANAGEMENT: BUSINESS REVIEW
MEETING – DELL (USA)



Supplier Performance Management

Business Review Meeting – Dell (US)

May 24th , 2011



Dell - Executive Summary

Name : Dell Inc.
Tel : 1-512-338-4400
Fax : 1-512-728-3653
Website : <http://www.dell.com>
Address : One Dell Way, Round Rock,
TX 78682, United States



Contact for Weatherford
Seine Thompson : +1 512 513 9675

- Dell Inc. (Dell) is a holding company, which conducts its business globally, through its subsidiaries. It offers a range of product categories, including mobility products, desktop personal computers (PCs), software and peripherals, servers and networking, and storage.
- Services include a range of configurable information technology (IT) and business related services, including infrastructure technology, consulting and applications, and business process services.
- Dell has acquired various companies (Perot System Corporation, The Networked Storage Company, [MessageOne Inc.](#), & [Allin Corporation](#)) during last fiscal & completed acquisition process.

Geographical Presence:

- US & Canada
- EMEA
- APAC
- UK

Employees

- 100,300 (approx.)

Sales Turnover in 2010

- \$ 61,494M

Current Ratio (Quarter)	1.56
Quick Ratio (MRQ)	1.49
Debt to Equity (MRQ)	0.91
Sales Growth	16.49%
Net Profit Margin (TTM) %	5.25%
Return on Assets (TTM) %	8.75%
Return on Equity (TTM) %	45.47%

(Dow Jones Report)

Dell - Executive Summary

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Strong brand recognition • Good Quality Products and High Level of Customer Support for Global Enterprise customers • Very High levels of account management for Global Enterprise customers • Highly efficient supply chain and manufacturing operations • Broad range of Product and Service offerings 	<p><u>Weakness:</u></p> <ul style="list-style-type: none"> • Lack of Experience with low-cost/high-volume manufacturing model • Slow transformation process • Inconsistent indirect channel execution • High dependence on professional market • U.S centric business model • Weak presence in consumer market.
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Penetrating enterprise market in emerging regions • Further development of SMB Market • Adopting new client-computing model: alternative delivery • BTO PC as premium offering • Establish better brand recognition in consumer market • Bettering market position through various acquisitions 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Revitalizing HP and Acer business Products • Cloud computing and virtualization (shifts focus away from PC's) • Organizations do not want to own PCs • Competition from non-PC vendors offering solutions • Further consolidation among other vendors • Inconsistent global service/support.

(Dow Jones and Multiple Report published on multiple sites)

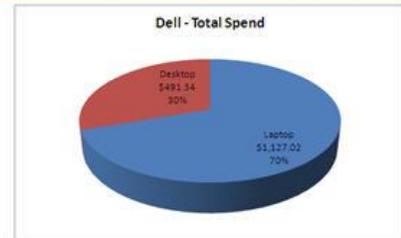
Dell - Spend Summary - US Region

Weatherford spend \$1.62 M on Laptops and Desktops during the period: Oct '10 through Mar '11

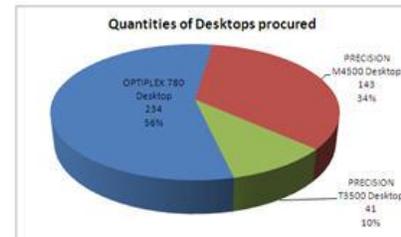
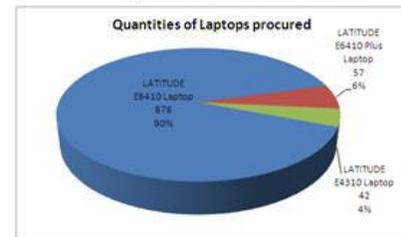
Spend Summary:

- \$1.2 M of total spend on Laptops, 70 % of total spend
- LATITUDE E6410 is the most preferred Laptop*
 - Covers 62% of the total spend
 - 876 units procured during the reporting period
 - Avg. spend per month on this model is \$166.61K
- OPTIPLEX 780 is the most preferred Desktop*
 - Covers 11% of the total spend
 - 243 units procured during the reporting period
 - Avg. spend per month on this model is \$ 28.71 K

* Preference determined on the number of units procured



Spend Breakdown



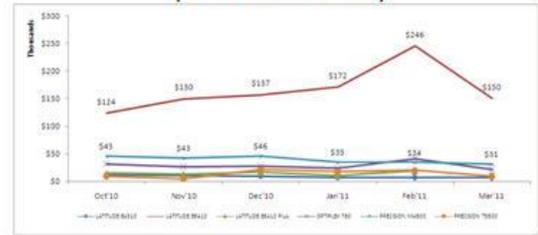
Spend Data provided by Dell – Period: Oct '10 ~ Mar 11

Dell - Spend Summary – US Region

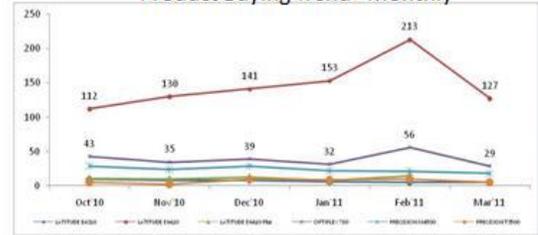
Spend Trend for Dell

- On an average, per month, 232 machines are invoiced by Dell out of which there are 162 laptops and 70 Desktops
- Average monthly spend on Dell is \$ 0.27 M
- 38% increase during Mar '11, against average number of machines invoiced in a month.

Spend Trend - Monthly



Product Buying Trend - Monthly



Dell - Price Variance Analysis Summary –US region

Key Observations

LAPTOP (s)

LATITUDE E6410:

- Total 876 Line items contributing to \$999K
- Upgrade rates for 8 GB's not available (12 units)
- 839 Line items are Contract Complaint
- 25 line items are non-compliant charges contributing to \$3,143.10

LATITUDE E4310:

- Total 42 Line items contributing to \$54K
- 39 Line items are Contract Complaint
- 3 line items are non-compliant charges contributing to \$1,239

LATITUDE E6410 Plus:

- Total 57 Line items contributing to \$73K
- Upgrade rates for 8 GB's not available (2 units)
- 52 Line items are Contract Complaint
- 3 line items are non-compliant charges contributing to \$333

DESKTOP (S)

OPTIPLEX 780:

- Total 235 Line items contributing to \$173K
- Upgrade rates for 19" Monitor not available (7 units)
- 200 Line items are Contract Complaint
- 28 line items are non-compliant charges contributing to \$1,932.22

PRECISION M4500:

- Total 143 Line items contributing to \$234K
- Upgrade rates for Hard Drive - 251 GB HD not available (2 units)
- 106 Line items are Contract Complaint
- 35 line items are non-compliant charges contributing to \$5,106

PRECISION T3500 :

- Total 41 Line items contributing to \$83K
- Upgrade rates for Hard Drive - 1TB not available (2 units)
- 18 Line items are Contract Complaint
- 21 line items are non-compliant charges contributing to \$6,130

Data provided by Dell – Period: Oct '10 ~ Mar 11

Dell – Contract Summary

Contract Specifics

Category Manager at Weatherford: Kevin Breen : +1 713 297 2450

Contract Amendment Effective Date: August 27, 2010

- First Credit Period: June 1, 2010 through May 31, 2011
 - ETA – July 1, 2011
 - Category Manager to validate the rebates
- Second Credit Period: June 1, 2011 through May 31, 2012 (to be considered – Tentatively)
- Payment Terms per contract : Net 45 days after date of Invoice
- Average Payment Terms per Zycus: 31 days
- Environmental Fees and Taxes as applicable – over and above the price as agreed
- Price Base: Rate card provided by Dell

Data provided by Dell – Period: Oct '10 ~ Mar 11

Dell – Savings Analysis – US region

Savings Analysis on Units Invoiced						
Model	Qty	Old Unit Price	Current Unit Price	Savings per unit	Savings per unit	Total Savings
Formula	q	a	b	c=a-b	%	d=c x q
LATITUDE E6410	876	\$1,206.00	\$1,089.00	\$117.00	9.70%	\$102,492.00
PRECISION M4500	143	\$1,758.00	\$1,560.90	\$197.10	11.21%	\$28,185.30
OPTIPLEX 780	234	\$742.00	\$625.97	\$116.03	15.64%	\$27,151.02
PRECISION T3500	41	\$1,792.00	\$1,804.94	(\$12.94)	-0.72%	(\$530.54)
LATITUDE E6410 Plus	57	\$1,416.00	\$1,255.10	\$160.90	11.36%	\$9,171.30
LATITUDE E4310	42	\$1,248.02	\$1,180.52	\$67.50	5.41%	\$2,835.00
Grand Total						\$169,304.08

Savings Analysis on Accessories Invoiced						
Model	Qty	Old Unit Price	Current Unit Price	Savings per unit	Savings per unit	Total Savings
Formula	q	a	b	c=a-b	%	d=c x q
Case E-6410	311	\$25.00	\$21.99	\$3.01	12.04%	\$936.11
250 GB HD	189	\$80.25	\$60.53	\$19.72	24.57%	\$3,727.08
22" Monitor	109	\$247.34	\$164.29	\$83.05	33.58%	\$9,052.94
20" Monitor	37	\$156.20	\$143.83	\$12.37	7.92%	\$457.70
Case E-4310	5	\$22.00	\$21.99	\$0.01	0.05%	\$0.05
Grand Total						\$14,173.88

Data provided by Dell – Period: Oct '10 ~ Mar 11

Dell - Price Variance Analysis Summary – US region

Model	Total Spend	# of Line items Complaint	# of Line items Non Complaint	Non Compliant charges	% of non-Standard	Avg. Order to Ship Date	Variation Range (Days)	Outliers
LATITUDE E6410	\$999,677.02	839	25	\$3413.10	4%	6	3-9 days	10, 12 - 15 days
LATITUDE E4310	\$53,732.26	39	3	\$1,239.61	7%	6	4-9 days	19 and 21 days
LATITUDE E6410 Plus	\$73,608.00	52	3	\$333.41	5%	-	-	-
OPTIPLEX 780	\$172,931.11	210	25	\$1,932.22	11%	3	1-8 days	10 - 12 days
PRECISION M4500	\$234,578.05	106	35	\$5,106.12	25%	6	4-9 days	10 - 12 days
PRECISION T3500	\$83,826.54	18	21	\$6,130.16	54%	7	1-9 days	11 - 14, 17 and 20 days
Total Amount non-compliant charges by Dell				\$18,154.62				

Data is being studied by the CM – Albert Shen

Data provided by Dell – Period: Oct '10 ~ Mar 11

Dell – Spend Analysis – US region

Monthly Spend							
Model	Oct'10	Nov'10	Dec'10	Jan'11	Feb'11	Mar'11	Average Spend per month
LATITUDE E4310	\$12,297.94	\$10,338.98	\$9,917.66	\$7,307.94	\$7,210.60	\$6,659.14	\$8,955.38
LATITUDE E6410	\$124,239.01	\$150,125.47	\$157,495.56	\$171,680.42	\$245,766.93	\$150,369.63	\$166,612.84
LATITUDE E6410 Plus	\$14,686.42	\$13,182.33	\$16,437.36	\$10,392.87	\$18,909.02	-	\$14,721.60
OPTIPLEX 780	\$31,765.55	\$26,320.46	\$27,808.94	\$23,749.65	\$40,995.43	\$21,593.92	\$28,705.66
PRECISION M4500	\$45,486.00	\$42,524.28	\$46,046.62	\$35,278.67	\$34,190.30	\$31,052.18	\$39,096.34
PRECISION T3500	\$9,548.17	\$5,166.11	\$21,375.95	\$18,142.05	\$20,046.69	\$9,547.57	\$13,971.09
Grand Total	\$238,023.09	\$247,657.63	\$279,082.09	\$266,551.60	\$367,118.97	\$219,222.44	\$272,062.90

Monthly Qty Invoiced							
Model	Oct'10	Nov'10	Dec'10	Jan'11	Feb'11	Mar'11	Average units invoiced per month
LATITUDE E4310	10	8	8	6	5	5	7
LATITUDE E6410	112	130	141	153	213	127	146
LATITUDE E6410 Plus	11	10	13	8	15	-	12
OPTIPLEX 780	43	35	39	32	56	29	39
PRECISION M4500	29	24	29	22	21	18	24
PRECISION T3500	5	2	10	9	10	5	7
Grand Total	210	209	240	230	320	184	235

Data provided by Dell – Period: Oct '10 ~ Mar 11

Dell – Next Steps...

- Internal Review and presentation to Kevin and Albert
- Finalization of the SPM outputs (if any)
- Next Steps – WFT and Dell
- Date for the Next SPM scheduled for Dell SPM

Appendix 



Spend Data provided by Dell – Period: Oct '10 ~ Mar 11

EXAMPLE: XYZZYXWVU SOURCING STORYBOARD



Indirect Procurement February 8, 2010

Sourcing Event: *input event high-level description*

accenture
High performance. Delivered.

Weatherford



Index

- Sourcing Event Definition
- Spend Analytics
- Current Contract Summary
- Business Requirements
- Market Analysis
- Sourcing Strategy / TCO Baseline
- Supplier Selection & Criteria
- Sourcing Strategy details (RFx / eAuction)
- Negotiation Results
- Final Recommendation
- Category Management Plan

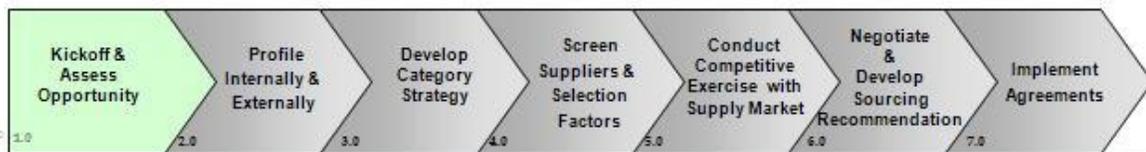
- Appendices

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Sourcing Event Definition

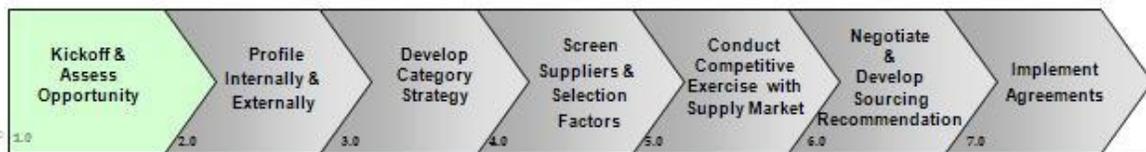
- Category
- Key Stakeholders
- Opportunity Description
- Expected reduction/optimization in TCO (Total Cost of Ownership) due to sourcing event





Spend Analytics

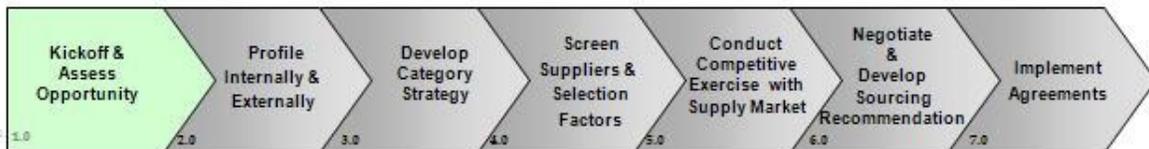
- Include high-level details of past 2 years spend
- Top suppliers, WFT customers, sub-categories (if appropriate)
- Spend under contract/Spend not on contract
- Any info required to help explain the current spend details
 - *Analysis and review of consumption patterns, key buyers, category KPIs*
- Outline TCO





Current Contract Summary

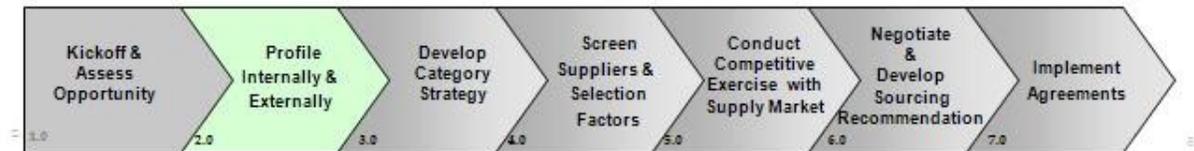
- **Contract details by supplier including;**
 - Contract creation/expiration dates
 - Commercial Terms
 - Legal Terms
 - *Special clauses or content*
 - *Early termination clauses*
 - *Potential penalties, liability on WFT*
- Supplier contact details
- Any recent contract events or activity





Market Analysis

- **Current Market Dynamics**
 - *Primary suppliers*
 - *Key trends*
 - *Our attractiveness in the market*
 - *Significant changes (recent or expected)*





Sourcing Strategy/TCO Baseline

- Observations
- Summarized recommendation on sourcing approach
- Expected reduction/optimization in TCO



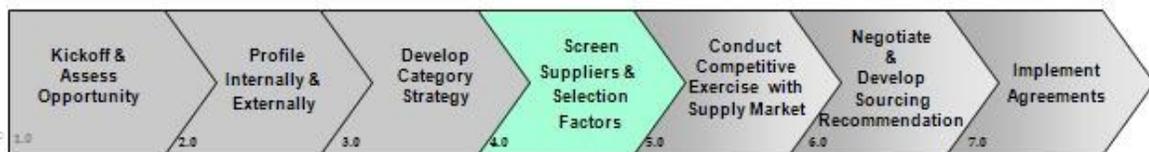
- Deliverable at this stage:
 - ✓ *Revised GSST*
 - ✓ *Revised ScoreCard Sourcing section*
 - ✓ *TCO Baseline document*
 - ✓ *Workplan*





Supplier Selection & Criteria

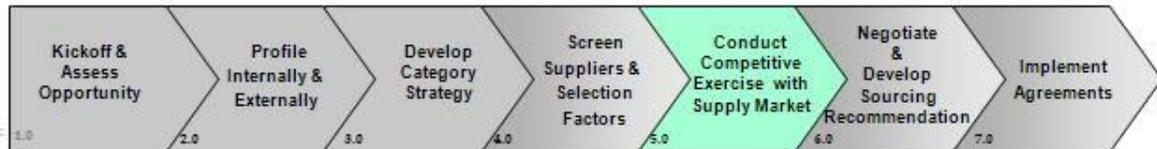
- List suppliers to be invited to sourcing event
- Identify why they were selected:
 - *Match business requirements, will reduce TCO*
 - *key factors that could make them WFT strategic partners*





Sourcing Strategy Details

- Identify strategy: RFx (RFI, RFQ, RFP) or eAuction
 - *Why?*
- Sourcing event timeline (right to signing of contract)





Negotiation Results

- **Negotiation details:**
 - *needs v wants, concession strategy*
 - *Opening position*
 - *MDO (most desired outcome) for WFT*
- **Shortlisted suppliers:**
 - *Price AND TCO analysis*
 - *Summary of offers - incl. value added benefits*
 - *BAFO (best and final offer) from supplier*





Final Recommendation

- Recommended supplier
- Outline reduction/optimization in TCO:
 - *Expected savings*
 - *Value-added benefits/opportunities to WFT*
- **Expected closing date for contract implementation after signing**
 - **Include WFT and supplier deliverables to finish contract implementation**
- Deliverable:
 - ✓ ***Sourcing Event Documentation/Business Case***
 - ✓ ***TCO Baseline document***
 - ✓ ***Legal confirmation and approval***
 - ✓ ***Contract (as reviewed and signed off by WFT and supplier Legal)***





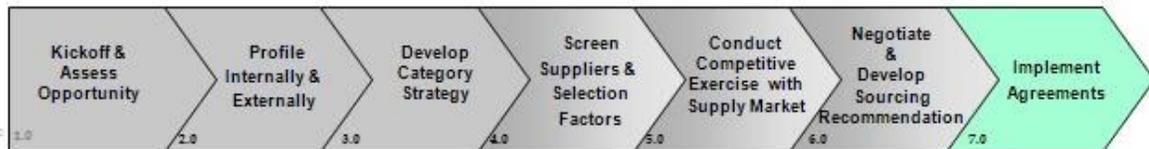
Category Management Plan

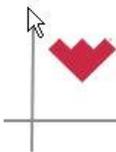
- **Outline management plan for category, throughout the contract term:**

- *Savings*
- *Contract compliance by WFT and supplier*
- *Performance by WFT and supplier*
- *Issue resolution*
- *Continuous improvement initiatives*
- *Quarterly reviews*
- *Stakeholders*

- **Deliverable:**

- ✓ *Revised GSST*
- ✓ *Revised ScoreCard Sourcing section*
- ✓ *Completed Workplan*
- ✓ *Savings document*
- ✓ *Sourcing event debrief*
- ✓ *Category Management implementation plan*





Canada Score Cards

Indirect Spend Category Overview



Canada: Indirect Spend Overview



Category	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1-10	Q1-11
Classic MRO	\$27.89	\$32.70	17.27%	\$7.30	\$11.65	59.62%	\$7.30	\$11.65
Facilities & Real Estate	\$29.41	\$29.87	1.57%	\$7.26	\$10.32	42.05%	\$7.26	\$10.32
Fleet Management	\$32.84	\$29.44	-10.35%	\$8.29	\$9.67	16.64%	\$8.29	\$9.67
HR Services	\$22.40	\$27.38	22.21%	\$7.05	\$9.35	32.64%	\$7.05	\$9.35
Information Technology	\$2.94	\$5.72	94.31%	\$0.82	\$1.35	64.43%	\$0.82	\$1.35
Logistics	\$27.11	\$38.09	40.48%	\$6.98	\$14.16	102.86%	\$6.98	\$14.16
Marketing Services	\$2.88	\$2.51	-12.79%	\$0.68	\$0.85	24.71%	\$0.68	\$0.85
Professional Services	\$12.93	\$15.52	20.04%	\$3.51	\$5.00	42.58%	\$3.51	\$5.00
Telecoms & Networks	\$7.99	\$7.15	-10.51%	\$1.51	\$2.01	32.79%	\$1.51	\$2.01
Travel Services	\$6.86	\$9.65	40.67%	\$2.19	\$2.24	2.46%	\$2.19	\$2.24
Total	\$173.26	\$198.04		\$45.59	\$66.60		\$45.59	\$66.60

Category Spend Information		
Total Spend (2010)	\$198.04	
Total Spend Under Mgmt.	\$23.26	11.02%
Total Unmanaged Spend	\$174.78	88.98%

- Notes:
- Currency in USD Millions
 - YTD spend includes spend from January to March

EXAMPLE: SCORECARD - CATEGORY (FLEET)

Note: On a quarterly basis, a scorecard is run for Canada, the U.S., and Mexico



Canada Score Cards

Indirect Spend Category Overview

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5



Canada Score Cards

Indirect Spend Category Overview



Fleet Management- Contract details

No	Supplier	Region	Contract Name	Type	Business Unit Contact	Effective Date	Termination Date
1	GE CAPITAL FLEET SERVICES	CA	FM-EL-GE Fleet Services-0508	Equipment Lease	Norman Hendry	1-May-08	
2	JPL FLEET MANAGEMENT SERVICES	CA	FM-MA-Jim Peplinski's Auto-0309	Master Agreement	Norman Hendry	4-Mar-09	
3	PHH VEHICLE MANAGEMENT SERVICE	CA	FM-FA-PHH Vehicle Management-0601	Framework Agreement	Norman Hendry	28-Jun-01	
4		CA	FM-FA-PHH Vehicle Management-0703	Framework Agreement	Norman Hendry	17-Jul-03	
5	UNITED FARMERS OF ALBERTA	CA	FM-SP-United Farmers of Alberta-0103	Supplies Purchase	Norman Hendry	9-Jan-03	
6		CA	FM-SP-United Farmers of Alberta-0105	Supplies Purchase	Norman Hendry	6-Jan-05	
7		CA	FM-SP-United Farmers of Alberta-0108	Supplies Purchase	Norman Hendry	16-Jan-08	
8		CA	FM-SP-United Farmers of Alberta-0110	Supplies Purchase	Norman Hendry	3-Jan-10	
9		CA	FM-SP-United Farmers of Alberta-0206	Supplies Purchase	Norman Hendry	28-Feb-06	
10		CA	FM-SP-United Farmers of Alberta-0207	Supplies Purchase	Norman Hendry	1-Feb-07	
11		CA	FM-SP-United Farmers of Alberta-0306	Supplies Purchase	Norman Hendry	16-Mar-06	
12		CA	FM-SP-United Farmers of Alberta-0310	Supplies Purchase	Norman Hendry	31-Mar-10	
13		CA	FM-SP-United Farmers of Alberta-0403	Supplies Purchase	Norman Hendry	10-Apr-03	
14		CA	FM-SP-United Farmers of Alberta-0493	Supplies Purchase	Norman Hendry	14-Apr-93	
15		CA	FM-SP-United Farmers of Alberta-0606	Supplies Purchase	Norman Hendry	14-Jun-06	
16		CA	FM-SP-United Farmers of Alberta-0606a	Supplies Purchase	Norman Hendry	14-Jun-06	
17		CA	FM-SP-United Farmers of Alberta-0606b	Supplies Purchase	Norman Hendry	27-Jun-06	
18		CA	FM-SP-United Farmers of Alberta-0705	Supplies Purchase	Norman Hendry	4-Jul-05	
19		CA	FM-SP-United Farmers of Alberta-0802	Supplies Purchase	Norman Hendry	26-Aug-02	
20		CA	FM-SP-United Farmers of Alberta-0806	Supplies Purchase	Norman Hendry	17-Aug-06	
21		CA	FM-SP-United Farmers of Alberta-0895	Supplies Purchase	Norman Hendry	5-Aug-95	
22		CA	FM-SP-United Farmers of Alberta-0906	Supplies Purchase	Norman Hendry	5-Sep-06	
23		CA	FM-SP-United Farmers of Alberta-1105	Supplies Purchase	Norman Hendry	26-Nov-05	
24		CA	FM-SP-United Farmers of Alberta-1106	Supplies Purchase	Norman Hendry	28-Nov-06	
25		CA	FM-SP-United Farmers of Alberta-1108	Supplies Purchase	Norman Hendry	20-Nov-08	
26		CA	FM-SP-United Farmers of Alberta-1206	Supplies Purchase	Norman Hendry	29-Dec-06	
27		CA	FM-SP-United Farmers of Alberta-1207	Supplies Purchase	Norman Hendry	5-Dec-07	

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Fleet Management

Fuel, Maintenance, To Be Categorized, Acquisitions, Non Pcard Employee Spend, Leasing/Rentals, Vehicle Registrations, Fleet Monitoring



Supplier Statistics - 2010

Total # of Suppliers	990
# of Contracted Suppliers	04

Category Spend Statistics - 2010

Total Spend	\$29.44
Spend Under Mgmt.	\$8.26
Unmanaged Spend	\$21.18

•Currency in USD Millions
 •YTD spend includes spend from January to March

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Normalized Supplier	Sub Commodity	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1 - 10	Q1 - 11
PETRO CANADA FLEET	Fuel	7.761	11.007	41.82%	\$3.445	\$4.144	20.29%	\$3.445	\$4.144
GE CAPITAL FLEET SERVICES	Leasing/Rentals	7.348	5.119	-30.35%	\$1.565	\$1.073	-31.41%	\$1.565	\$1.073
JPL FLEET MANAGEMENT SERVICES	Leasing/Rentals	2.170	2.753	26.84%	\$0.739	\$1.380	86.68%	\$0.739	\$1.380
TRANSPORTACTION LEASE SYSTEMS INC	Leasing/Rentals	1.132	1.169	3.30%	\$0.300	\$0.281	-6.38%	\$0.300	\$0.281
MBS REGISTRY SERVICES LTD	Vehicle Registrations	0.511	0.929	81.81%	\$0.177	\$0.013	-92.86%	\$0.177	\$0.013
IMPERIAL OIL RESOURCES	Fuel	0.866	0.914	5.53%	\$0.194	\$0.321	65.30%	\$0.194	\$0.321
NORTRUX INC	Maintenance	0.596	0.793	33.17%	\$0.213	\$0.018	-91.35%	\$0.213	\$0.018
FOUNTAIN TIRE	Maintenance	0.412	0.613	48.59%	\$0.138	\$0.179	29.24%	\$0.138	\$0.179
Peterbilt LTD	Acquisitions	2.268	0.359	-84.17%	\$0.063	\$0.315	402.89%	\$0.063	\$0.315
UNITED FARMERS OF ALBERTA	Fuel	0.694	0.331	-52.34%	\$0.079	\$0.129	63.95%	\$0.079	\$0.129
GFI SYSTEMS INC	Fleet Monitoring	0.234	0.291	24.37%	\$0.082	\$0.069	-15.13%	\$0.082	\$0.069
WESTERN MATERIALS HANDLING	Acquisitions	0.054	0.235	330.85%	\$0.050	\$0.098	97.64%	\$0.050	\$0.098
GE VPS CANADA LTD PARTNER	Fleet Monitoring	0.210	0.179	-14.59%	\$0.050	\$0.067	34.16%	\$0.050	\$0.067
KAL TIRE ALL LOCATIONS	Maintenance	0.125	0.171	36.79%	\$0.032	\$0.059	86.88%	\$0.032	\$0.059
EDMONTON TRAILER MANUFACTURING LTD	Acquisitions	0.146	0.167	14.16%	\$0.000	\$0.151	-	\$0.000	\$0.151
A R WILLIAMS MATERIALS HANDLING LTD	Acquisitions	0.138	0.162	17.22%	\$0.023	\$0.075	231.56%	\$0.023	\$0.075
DIAMOND INTERNATIONAL TRUCKS	Maintenance	0.091	0.156	72.13%	\$0.024	\$0.037	56.76%	\$0.024	\$0.037
ALL TEK MAINTENANCE	Maintenance	0.092	0.127	37.91%	\$0.013	\$0.061	378.30%	\$0.013	\$0.061
RYDER TRUCK RENTAL	Leasing/Rentals	0.135	0.126	-6.68%	\$0.036	\$0.020	-43.28%	\$0.036	\$0.020
INTERNATIONAL ROAD DYNAMICS INC	Fleet Monitoring	0.265	0.125	-52.65%	\$0.043	\$0.030	-29.84%	\$0.043	\$0.030
TECH ONE AUTOMOTIVE	Maintenance	0.290	0.123	-57.41%	\$0.087	\$0.000	-100.00%	\$0.087	\$0.000
STAHL PETERBILT	Maintenance	0.185	0.123	-33.45%	\$0.035	\$0.015	-57.37%	\$0.035	\$0.015
S&I AUTO FUND DIVISION	Vehicle Registrations	0.090	0.105	16.55%	\$0.029	\$0.020	-28.52%	\$0.029	\$0.020
CITY SPRING LTD	Maintenance	0.040	0.094	137.00%	\$0.019	\$0.032	71.62%	\$0.019	\$0.032
MICHELIN NORTH AMERICA INC	Maintenance	0.069	0.080	15.99%	\$0.018	\$0.022	18.29%	\$0.018	\$0.022
Top Vendors Spend		25.922	26.249		\$7.452	\$8.612		\$7.452	\$8.612



Fleet Management– Fuel

Normalized Supplier	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1 - 10	Q1 - 11
PETRO CANADA FLEET	\$7.761	\$11.007	41.82%	\$3.445	\$4.144	20.29%	\$3.445	\$4.144
IMPERIAL OIL RESOURCES	\$0.866	\$0.914	5.53%	\$0.194	\$0.321	65.30%	\$0.194	\$0.321
UNITED FARMERS OF ALBERTA	\$0.694	\$0.331	-52.34%	\$0.079	\$0.129	63.95%	\$0.079	\$0.129
BLACK TIGER FUELS LTD	\$0.061	\$0.068	10.50%	\$0.012	\$0.029	134.93%	\$0.012	\$0.029
KING S HUSKY	\$0.031	\$0.034	10.57%	\$0.005	\$0.011	101.23%	\$0.005	\$0.011
SHELL OIL	\$0.025	\$0.033	35.86%	\$0.009	\$0.007	-26.50%	\$0.009	\$0.007
EXXONMOBIL	\$0.064	\$0.028	-55.90%	\$0.010	\$0.005	-46.42%	\$0.010	\$0.005
MAZENC FUELS LTD	\$0.003	\$0.012	335.78%	\$0.001	\$0.004	255.90%	\$0.001	\$0.004
WADDICK FUELS	\$0.010	\$0.008	-25.00%	\$0.001	\$0.001	-30.78%	\$0.001	\$0.001
NORTHERN PEACE PETROLEUM	\$0.011	\$0.007	-39.21%	\$0.002	\$0.000	-76.31%	\$0.002	\$0.000
JIM DIBLE OIL CO INC	\$0.000	\$0.003	-	\$0.000	\$0.001	-	\$0.000	\$0.001
FLYING J INC	\$0.000	\$0.002	1426.00%	\$0.000	\$0.000	-100.00%	\$0.000	\$0.000
WESTERN MARKETING INC	\$0.001	\$0.002	43.48%	\$0.000	\$0.000	62.70%	\$0.000	\$0.000
SHELL BOX	\$0.000	\$0.001	425.10%	\$0.001	\$0.000	-47.56%	\$0.001	\$0.000
SHELL FJ ACCESS	\$0.000	\$0.000	265.07%	\$0.000	\$0.000	-100.00%	\$0.000	\$0.000
KOCH FUEL PRODUCTS RED DEER	\$0.008	\$0.000	-97.67%	-	-	-	-	-
TEXACO	\$0.000	\$0.000	99.48%	\$0.000	\$0.000	70.84%	\$0.000	\$0.000
WESTSIDE FUEL	\$0.000	\$0.000	-36.67%	\$0.000	\$0.000	-	\$0.000	\$0.000
MODESTE TRUCKSTOP QPE	\$0.000	\$0.000	-18.27%	\$0.000	\$0.000	-100.00%	\$0.000	\$0.000
HERMAN OIL INC	\$0.000	\$0.000	-35.37%	-	-	-	-	-
ALBERTA FUEL DISTRIBUTORS INC	\$0.000	\$0.000	-100.00%	-	-	-	-	-
NISKU TRUCK STOP	\$0.007	\$0.000	-100.00%	-	-	-	-	-
WTG FUELS	\$0.000	\$0.000	-100.00%	-	-	-	-	-
Total Top Vendors	\$9.544	\$12.449		\$3.761	\$4.653		\$3.761	\$4.653

Supplier Statistics - 2010

# of Suppliers	20
# of Contracted Suppliers	01

Category Spend Statistics – 2010

Total Spend	\$12.45
Spend Under Mgmt.	\$0.33
Unmanaged Spend	\$12.12



Fleet Management– Maintenance

Normalized Supplier	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1 - 10	Q1 - 11
NORTRUX INC	\$0.596	\$0.793	33.17%	\$0.213	\$0.018	-91.35%	\$0.213	\$0.018
FOUNTAIN TIRE	\$0.412	\$0.613	48.59%	\$0.138	\$0.179	29.24%	\$0.138	\$0.179
KALTIRE ALL LOCATIONS	\$0.125	\$0.171	36.79%	\$0.032	\$0.059	86.88%	\$0.032	\$0.059
DIAMOND INTERNATIONAL TRUCKS	\$0.091	\$0.156	72.13%	\$0.024	\$0.037	56.76%	\$0.024	\$0.037
ALL TEK MAINTENANCE	\$0.092	\$0.127	37.91%	\$0.013	\$0.061	378.30%	\$0.013	\$0.061
TECH ONE AUTOMOTIVE	\$0.290	\$0.123	-57.41%	\$0.087	\$0.000	-100.00%	\$0.087	\$0.000
STAHL PETERBILT	\$0.185	\$0.123	-33.45%	\$0.035	\$0.015	-57.37%	\$0.035	\$0.015
CITY SPRING LTD	\$0.040	\$0.094	137.00%	\$0.019	\$0.032	71.62%	\$0.019	\$0.032
MICHELIN NORTH AMERICA INC	\$0.069	\$0.080	15.99%	\$0.018	\$0.022	18.29%	\$0.018	\$0.022
TRACTION	\$0.089	\$0.073	-18.70%	\$0.017	\$0.020	19.11%	\$0.017	\$0.020
BEST TRUCK SERVICE & AUTOMOTIVE	\$0.049	\$0.069	41.08%	\$0.014	\$0.029	111.71%	\$0.014	\$0.029
MAJOR OVERHAUL & EQUIPMENT REPAIR INC	\$0.065	\$0.067	3.70%	\$0.008	\$0.026	239.86%	\$0.008	\$0.026
GLOVER INTERNATIONAL TRUCKS LTD	\$0.069	\$0.067	-2.28%	\$0.020	\$0.018	-11.33%	\$0.020	\$0.018
EDMONTON TRUCK CENTRE	\$0.036	\$0.059	65.34%	\$0.011	\$0.011	-5.80%	\$0.011	\$0.011
CRYSTAL GLASS LTD	\$0.038	\$0.055	45.54%	\$0.011	\$0.012	10.46%	\$0.011	\$0.012
TIRECRAFT	\$0.037	\$0.054	46.98%	\$0.012	\$0.015	24.46%	\$0.012	\$0.015
MURRAY CHEV OLDS PONTIAC BUICK GMC	\$0.034	\$0.053	54.00%	\$0.004	\$0.014	225.68%	\$0.004	\$0.014
THE RAD HOUSE LTD	\$0.043	\$0.053	22.86%	\$0.013	\$0.010	-27.48%	\$0.013	\$0.010
OK TIRE STORE	\$0.044	\$0.045	1.66%	\$0.013	\$0.021	67.14%	\$0.013	\$0.021
ROY FOSS MOTORS LTD (CORP-RATE)	\$0.000	\$0.044	-	\$0.000	\$0.020	-	\$0.000	\$0.020
MATICHUK EQUIPMENT LTD	\$0.070	\$0.043	-37.57%	\$0.012	\$0.008	-32.08%	\$0.012	\$0.008
SOUTHSIDE INTERNATIONAL TRUCKS	\$0.056	\$0.043	-23.69%	\$0.002	\$0.025	1241.55%	\$0.002	\$0.025
ODN TIRE STORE	\$0.011	\$0.040	273.37%	\$0.010	\$0.012	23.07%	\$0.010	\$0.012
NICHOLSON CHEVROLET LTD	\$0.011	\$0.040	263.03%	\$0.016	\$0.003	-78.59%	\$0.016	\$0.003
CORP RATE	\$0.073	\$0.038	-47.80%	\$0.020	\$0.000	-100.00%	\$0.020	\$0.000
Total Top Vendors	\$2.625	\$3.125		\$0.761	\$0.669		\$0.761	\$0.669

Supplier Statistics - 2010

# of Suppliers	337
# of Contracted Suppliers	00

Category Spend Statistics – 2010

Total Spend	\$4.50
Spend Under Mgmt.	\$0.00
Unmanaged Spend	\$4.50



Fleet Management - Acquisitions

Normalized Supplier	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1 - 10	Q1 - 11
Peterbilt LTD	\$2.268	\$0.359	-84.17%	\$0.063	\$0.315	402.89%	\$0.063	\$0.315
WESTERN MATERIALS HANDLING	\$0.054	\$0.235	330.85%	\$0.050	\$0.098	97.64%	\$0.050	\$0.098
EDMONTON TRAILER MANUFACTURING LTD	\$0.146	\$0.167	14.16%	\$0.000	\$0.151	-	\$0.000	\$0.151
A R WILLIAMS MATERIALS HANDLING LTD	\$0.138	\$0.162	17.22%	\$0.023	\$0.075	231.56%	\$0.023	\$0.075
TIRE PRESSURE CONTROL	\$0.130	\$0.057	-56.18%	\$0.000	\$0.001	-	\$0.000	\$0.001
WAJAX INDUSTRIES LTD	\$0.208	\$0.052	-75.08%	\$0.047	\$0.006	-86.89%	\$0.047	\$0.006
RAVEN TRUCK ACCESSORIES	\$0.036	\$0.038	5.23%	\$0.011	\$0.010	-7.05%	\$0.011	\$0.010
MAYFIELD TOYOTA	\$0.000	\$0.034	-	\$0.034	\$0.000	-100.00%	\$0.034	\$0.000
LAKEWOOD CHEV OLDS	\$0.040	\$0.032	-18.40%	\$0.008	\$0.014	82.79%	\$0.008	\$0.014
ASPEN CUSTOM TRAILERS	\$0.020	\$0.026	28.26%	\$0.003	\$0.005	55.43%	\$0.003	\$0.005
SCHWAB PONTIAC BUICK GMC LTD	\$0.014	\$0.022	58.28%	\$0.005	\$0.008	53.83%	\$0.005	\$0.008
CAPITAL INDUSTRIAL SALES	\$0.015	\$0.016	8.71%	\$0.001	\$0.002	25.15%	\$0.001	\$0.002
ART BARRY FORD SALES LTD	\$0.027	\$0.015	-45.16%	\$0.007	\$0.002	-73.73%	\$0.007	\$0.002
TRUCK MASTER	\$0.010	\$0.014	35.54%	\$0.004	\$0.003	-5.02%	\$0.004	\$0.003
BRADVIN TRAILER SALES LTD	\$0.033	\$0.013	-61.41%	\$0.010	\$0.001	-86.38%	\$0.010	\$0.001
GENERAL BODY & EQUIPMENT	\$1.639	\$0.011	-99.31%	\$0.006	\$0.003	-45.77%	\$0.006	\$0.003
GE CANADA EQUIPMENT FINANCING GP	\$0.108	\$0.010	-90.76%	\$0.006	\$0.001	-89.28%	\$0.006	\$0.001
DERRICK DODGE LTD	\$0.055	\$0.010	-82.48%	\$0.002	\$0.004	140.74%	\$0.002	\$0.004
FRANK FLAMAN SALES LTD	\$0.434	\$0.009	-97.90%	\$0.001	\$0.001	-99.84%	\$0.001	\$0.001
A R WILLIAMS TRUCK EQUIPMENT	\$0.021	\$0.005	-78.29%	\$0.001	\$0.000	-100.00%	\$0.001	\$0.000
GREATWEST KENWORTH LTD	\$0.140	\$0.004	-96.94%	\$0.001	\$0.001	22.85%	\$0.001	\$0.001
DK FORD LEDUC	\$0.015	\$0.003	-76.53%	\$0.003	\$0.056	1950.12%	\$0.003	\$0.056
WILLIE'S 24 HR TOWING LTD	\$0.000	\$0.003	-	-	-	-	-	-
TIDY TRUCK BOXLINERS	\$0.001	\$0.003	118.53%	\$0.000	\$0.004	2420.87%	\$0.000	\$0.004
CUSTOM TRUCK PARTS	\$0.001	\$0.001	166.89%	\$0.000	\$0.000	-	\$0.000	\$0.000
Total Top Vendors	\$5.552	\$1.300		\$0.285	\$0.762		\$0.285	\$0.762

Supplier Statistics - 2010

# of Suppliers	51
# of Contracted Suppliers	00

Category Spend Statistics - 2010

Total Spend	\$1.31
Spend Under Mgmt.	\$0.00
Unmanaged Spend	\$1.31



Fleet Management– Non Pcard Employee Spend

Normalized Supplier	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1 - 10	Q1 - 11
SIEBERT, DARCY J	\$0.009	\$0.012	32.75%	\$0.003	\$0.000	-100.00%	\$0.003	\$0.000
WIENS, KENT O	\$0.003	\$0.007	120.34%	\$0.001	\$0.001	-53.30%	\$0.001	\$0.001
PATMORE, RICHARD C	\$0.003	\$0.006	129.77%	\$0.001	\$0.001	-35.50%	\$0.001	\$0.001
OLANDER, ANDREA	\$0.002	\$0.005	146.86%	\$0.001	\$0.000	-58.90%	\$0.001	\$0.000
FOX, JORDAN M	\$0.000	\$0.005	3624.51%	\$0.004	\$0.000	-99.50%	\$0.004	\$0.000
NOGUE, BOB	\$0.003	\$0.004	57.75%	\$0.000	\$0.001	178.12%	\$0.000	\$0.001
MCEWEN, DAVID L	\$0.006	\$0.004	-27.99%	\$0.001	\$0.000	-100.00%	\$0.001	\$0.000
KELLOW, DOUGLAS B	\$0.002	\$0.004	103.06%	\$0.002	\$0.000	-100.00%	\$0.002	\$0.000
WALLIN, DONALD	\$0.000	\$0.003	3534.40%	-	-	-	-	-
DODD, FRED	\$0.002	\$0.003	44.55%	\$0.000	\$0.000	-	\$0.000	\$0.000
TIPPING, DAVID J.	\$0.003	\$0.003	-19.85%	\$0.002	\$0.000	-100.00%	\$0.002	\$0.000
HOLMLUND, DERICK R	\$0.003	\$0.002	-26.67%	\$0.000	\$0.001	-	\$0.000	\$0.001
DOLL, JARED W.K.	\$0.000	\$0.002	-	\$0.001	\$0.000	-100.00%	\$0.001	\$0.000
BROWN, JAMES	\$0.001	\$0.002	32.53%	\$0.000	\$0.000	-7.64%	\$0.000	\$0.000
MCGRATH, JASON	\$0.000	\$0.002	-	\$0.000	\$0.001	-	\$0.000	\$0.001
HUYWAN, JONATHAN	\$0.000	\$0.002	-	\$0.000	\$0.000	-100.00%	\$0.000	\$0.000
MCGREGOR, BRAD W	\$0.001	\$0.002	42.40%	\$0.000	\$0.000	-100.00%	\$0.000	\$0.000
LIM, PATRICIA	\$0.001	\$0.002	27.64%	-	-	-	-	-
D'ARGENT, DOMINIQUE	\$0.001	\$0.001	51.73%	-	-	-	-	-
BERGER VAUGHN	\$0.000	\$0.001	-	\$0.000	\$0.000	-	\$0.000	\$0.000
LEVESQUE, DENIS	\$0.000	\$0.001	957.11%	\$0.000	\$0.000	181.71%	\$0.000	\$0.000
FACETTE, KEVIN	\$0.000	\$0.001	-	\$0.000	\$0.000	-56.14%	\$0.000	\$0.000
WALKOSKI, MARK J.	\$0.001	\$0.001	41.07%	\$0.000	\$0.000	2.30%	\$0.000	\$0.000
WALTON, MILES H.	\$0.003	\$0.001	-59.27%	\$0.001	\$0.000	-100.00%	\$0.001	\$0.000
SNYDMILLER, CURTIS W	\$0.002	\$0.001	-33.07%	\$0.000	\$0.001	-	\$0.000	\$0.001
Total Top Vendors	\$0.046	\$0.077		\$0.019	\$0.006		\$0.019	\$0.006

Supplier Statistics - 2010

# of Suppliers	451
# of Contracted Suppliers	00

Category Spend Statistics – 2010

Total Spend	\$0.18
Spend Under Mgmt.	\$0.00
Unmanaged Spend	\$0.18



Fleet Management – To Be Categorized

Normalized Supplier	2009	2010	YOY	2010 YTD	2011 YTD	YTD to YTD	Q1 - 10	Q1 - 11
WESTERN STAR & FREIGHTLINERS	\$0.002	\$0.005	218.71%	\$0.001	\$0.001	-5.38%	\$0.001	\$0.001
PAT'S AUTO BUMPER TO BUMP	\$0.000	\$0.005	20454.78%	\$0.000	\$0.000	-	\$0.000	\$0.000
DOUBLE D TRUCK WASH LTD	\$0.006	\$0.004	-24.64%	\$0.001	\$0.002	99.56%	\$0.001	\$0.002
TRENT'S TIRE	\$0.000	\$0.003	8182.42%	\$0.000	\$0.007	36150.10%	\$0.000	\$0.007
SUPER LUBE INC	\$0.000	\$0.003	1140.87%	\$0.000	\$0.000	-3.76%	\$0.000	\$0.000
MATT'S CAR WASH LTD	\$0.003	\$0.003	5.88%	\$0.000	\$0.001	39.88%	\$0.000	\$0.001
GREAT PLAINS FORD SALES	\$0.002	\$0.003	28.23%	\$0.000	\$0.001	3098.51%	\$0.000	\$0.001
FREIGHTLINER OF RED DEER INC	\$0.002	\$0.002	-2.03%	\$0.000	\$0.010	-	\$0.000	\$0.010
FAS GAS	\$0.001	\$0.002	143.01%	\$0.000	\$0.000	-78.02%	\$0.000	\$0.000
HUGHES PETROLEUM LTD	\$0.001	\$0.002	259.67%	\$0.001	\$0.001	-8.28%	\$0.001	\$0.001
TRANSTRUE VEHICLE SAFETY	\$0.001	\$0.002	70.99%	\$0.001	\$0.001	14.52%	\$0.001	\$0.001
BROWNE'S AUTO SUPPLIES LTD	\$0.000	\$0.002	-	-	-	-	-	-
WILLISTON TIRE & AUTO	\$0.000	\$0.002	-	\$0.002	\$0.000	-100.00%	\$0.002	\$0.000
ELLIS MOTOR PRODUCTS LIMITED	\$0.000	\$0.002	-	-	-	-	-	-
OGIES LIFT TRUCK SERVICE & KAL TIRE EDMONTON	\$0.000	\$0.002	-	\$0.001	\$0.000	-100.00%	\$0.001	\$0.000
BLUE LINE TRUCK SERVICE LTD	\$0.003	\$0.002	-39.58%	-	-	-	-	-
CHUCK EASYS FESTIVAL FORD	\$0.000	\$0.002	-	\$0.000	\$0.003	-	\$0.000	\$0.003
ED BOZARTH CHEVROLET CO INC	\$0.000	\$0.002	-	\$0.000	\$0.000	-	\$0.000	\$0.000
AUTO XTRAS LTD	\$0.000	\$0.002	2504.15%	-	-	-	-	-
BOUNDARY FORD SALES LTD	\$0.002	\$0.002	-22.78%	\$0.000	\$0.000	-35.67%	\$0.000	\$0.000
BONNYVILLE/COLD LAKE CHRYSLER	\$0.002	\$0.002	-29.06%	\$0.000	\$0.000	-	\$0.000	\$0.000
FRONTIER PETERBILT SAL	\$0.000	\$0.001	-	\$0.000	\$0.000	45.62%	\$0.000	\$0.000
ROCKY'S BATTERY SERVICE	\$0.010	\$0.001	-85.29%	\$0.000	\$0.001	132.25%	\$0.000	\$0.001
MIR LUBE	\$0.000	\$0.001	311.07%	\$0.000	\$0.001	218.00%	\$0.000	\$0.001
Total Top Vendors	\$0.035	\$0.059		\$0.008	\$0.029		\$0.008	\$0.029

Supplier Statistics - 2010

# of Suppliers	119
# of Contracted Suppliers	00

Category Spend Statistics – 2010

Total Spend	\$0.09
Spend Under Mgmt.	\$0.00
Unmanaged Spend	\$0.09

APPENDIX D

SCOPE OF SERVICES, V1.1

Note: the Scope of Services is also referred to as Schedule A and as the Statement of Work.

Second, the scope of services was published with an extra table rows. To conserve space, this version of the Scope of Services has had these rows removed. As a result, the page numbers in the document below will not correspond to the copy of the real document found on the Xyzyxwvu Support Site.

Introduction

This Schedule, together with all attachments hereto, comprises the Procurement Schedule A to the Master Services Agreement (the “Agreement”) and shall be deemed incorporated therein. In the event of a conflict between this Schedule and the Agreement with respect to the subject matter of this Schedule, this Schedule shall govern. Capitalized terms used but not defined in this Schedule shall have the meanings ascribed to them in the Agreement or other Schedules. Section references in this Schedule shall be deemed to refer to the sections of this Schedule, unless otherwise specified.

Accdcbhijk will provide to Xyzyxwvu the Services specified in this Procurement Schedule A (Statement of Work) in accordance with the Procurement Service Levels set forth in Schedule D (Service Levels).

The types of files and data which shall comprise Xyzyxwvu Personal Data and which shall be accessed and processed by Accdcbhijk under Procurement Schedule A (Statement of Work) shall be determined during the Transition and shall be mutually agreed to by the Parties and set forth in an Attachment to this Procurement Schedule A (Statement of Work).

The solution assumptions applicable with regard to the Services provided pursuant to this Procurement Schedule A (Statement of Work) are set forth in Attachment A-3 (Solution Assumption) and shall apply in accordance with Attachment A-3 (Solution Assumption).

Accdcbhijk’s performance of the Services in accordance with the requirements of this Schedule A Procurement Statement of Work and the Agreement is conditioned upon Xyzyxwvu and Accdcbhijk each performing their respective roles and responsibilities as described in the Agreement, this Schedule A (Procurement Statement of Work) and in the related SOW attachments. Any adjustments to this Statement of Work and related attachments, Service Levels, Service Charges and elements of this Agreement.

Attachments

Each Party agrees that it will comply with each of the following Attachments, which are incorporated into this Schedule A, Procurement Statement of Work, by this reference:

Attachment A1 – Support Countries

Accdcbhijk Procurement BPO Services

Overall High-Level Scope

The Services provided under this Schedule A (Procurement Statement of Work) consists of the following five (5) general categories as set forth in greater detail in the responsibilities matrix set forth below:

Sourcing Support

Procurement Operations

Spend covers indirect and general MRO categories such as contracted or contingent labor, human resources services, information technology, telecommunications and networks, travel services, facilities and real estate, professional services, marketing services, utilities/energy, fleet management and maintenance, repair and operations. Details of the spend are referenced in Attachment C-3.

Spend in the above categories will be sourced in project or sourcing waves. Commercial arrangements surrounding the spend sourcing and savings are provided under Schedule J, Fundamental Assumptions.

Addressable spend was estimated and baselined as show on Attachment C-3.

Xyzyxwvu will provide at least \$492M of addressable spend.

Xyzyxwvu to provide exclusive rights to source and manage with Xyzyxwvu for all Categories and referenced in Attachment C-3.

Xyzyxwvu locations include United States, Mexico, and Canada and as depicted in Attachment A1. *(Note: upon mutual agreement, spend from other countries will be included in sourcing waves)*

As of the applicable Services commencement date Accdcbhijk will provide resources in the United States, Mexico, and Canada and required back office services in India. Accdcbhijk will provide resources in additional countries through the Change Control Process.

Language support to include English (for U.S., Canada and Mexico). Technology for Sourcing (eRFx; Emptoris), Contract Management (Emptoris), Buyer Portal and Spot Buy are provided by Accdcbhijk. Xyzzyxwvu will provide Accdcbhijk access and licenses for ERP (JDE, SAP) and Spend Analysis (Zycus). Accdcbhijk will require access (24 x 7) to both Xyzzyxwvu applications to perform the service.

The above are the current Accdcbhijk and Xyzzyxwvu technologies, both companies reserve the right to change technology as long as the same features and data meets service requirements listed in this Schedule A, statement of work, and Schedule D, SLA.

Service Description

Category Management Services further optimizes the business outcomes of sourcing through demand management and supplier performance management as set forth in the roles and responsibilities matrix below.

Roles and Responsibilities

The following outlines the roles and responsibilities of Accdcbhijk and Xyzzyxwvu regarding Category Management.

Category Management Roles and Responsibilities Matrix

	Responsibility	Accdcbhijk	Xyzzyxwvu
Supplier Performance Management			
Collect and Analyze Supplier Performance Data			
	Identified suppliers are those mutually agreed in accordance with the jointly developed Management Plan. Provide to Accdcbhijk any identified supplier performance data.		X
	The Category Managers will populate and release an SWR to the Offshore team. The SWR will outline the estimated start and end date and the relevant contract information related to the supplier.		X
	For Identified suppliers, collect and analyze supplier performance data. Include spend baseline and trending information based on supplier commodity and spend information.	X	

	Responsibility	Accdcbhijk	Xyzyxwvu
	Through the SWR process respond to ad-hoc and scheduled requirements to provide data to support supplier performance reviews, Xyzyxwvu contract renegotiation meetings, tactical and strategic sourcing events or any other procurement activity as deemed necessary.	X	
	Collect operational feedback from Xyzyxwvu with frequent interaction with the identified suppliers.	X	
Evaluate Supplier Relationships and Performance			
	Complete and publish supplier performance scorecards for Identified suppliers.	X	
	Review supplier Performance Management Program scope and Identify opportunities for improvement.		X
Conduct Supplier Performance Meeting			
	Set up and conduct supplier Performance review meetings for Identified suppliers.		X
	Participate in supplier performance review meetings for Identified suppliers as determined by the Category Manager.	X	X
	Verify designated supplier Xyzyxwvu account representatives.		X
	Work with Category Manager to educate suppliers on Xyzyxwvu policies, industry best practices, and identified issues.	X	
	Discuss supplier performance with supplier and Xyzyxwvu spend owner as necessary.		X
	Identify known supplier non-compliance with the agreed upon terms and conditions within the negotiated Xyzyxwvu master agreement.	X	
Monitor Supplier Relationships & Performance			
	Monitor follow up actions from supplier Performance review meetings for identified suppliers.		X
	Develop Supplier action plan and add to the SPM Scorecard	X	X
	Counsel suppliers who miss their performance targets (applies only to Identified suppliers).		X

	Responsibility	Accdcbhijk	Xyzyxwvu
	Regularly review supplier Performance Management Program with key stakeholders and make adjustments as necessary (applies only to Identified suppliers).		X
	As needed, jointly work with Category Manager to review quarterly metrics with supplier and Xyzyxwvu.	X	X
	Upon completion of all the SPM activities, a CSAT survey will be completed and submitted to the Offshore team. This is the final step in the process and closes the SWR.		X

Sourcing Support

Service Description

For the categories in-scope as defined in Section 2.1(b) of this Statement of Work, Sourcing Support Service identifies sourcing opportunities and market trends through spend and market analysis, and endeavoring to deliver the best price available in a supply market by creating competition between suppliers through eAuctions and spot buys as set forth in the roles and responsibilities matrix below.

Roles and Responsibilities

The following outlines the roles and responsibilities of Xyzyxwvu and Accdcbhijk regarding Sourcing Support.

All requests for Sourcing Support must be initiated using a Sourcing Work Request (SWR).

Sourcing Support Roles and Responsibilities Matrix

	Responsibility	Accdcbhijk	Xyzyxwvu
	Spend Analytics		
	Gather and cleanse data		
	Provide latest 12 month detailed spend data and ongoing spend data through the Zycus tool.		X
	Validate and reconcile spend data on Zycus		X
	Prepare and load data monthly according to reporting requirements.		X

Responsibility		Accdcbhijk	Xyzyxwvu
	Group vendors and identify commodity group leveraging the Xyzyxwvu provided spend data from the Xyzyxwvu spend Analysis tool (i.e. Zycus)		X
Generate Reports			
	The Category Managers will populate and release an SWR to the Offshore team. The SWR will outline the estimated start and end date and the relevant contract information related to the supplier.		X
	Category manager will outline the data report requirements including time frame for analysis		X
	Generate reports from Zycus of spend on specified basis.	X	
Analyze reports and summarize analysis			
	Facilitate meetings with spend owners on a periodic basis to understand Xyzyxwvu procurement concerns, review upcoming and in-flight projects and requests and reinforce the business area's use of Xyzyxwvu Services. Xyzyxwvu maintains spend owner relationships.		X
	Provide Xyzyxwvu category specific subject matter experts to develop sourcing plan and category strategy.		X
	Develop and provide a Xyzyxwvu Sourcing Plan, and savings targets to Accdcbhijk.		X
	Analyze Xyzyxwvu spend volume and provide Spend Analytic as outlined in the SWR.	X	
	Work with Xyzyxwvu stakeholders to develop updated Category-specific baselines of addressable spend.		X
Market Analysis			
Supply Analysis			
	The Category Managers will populate and release an SWR to the Offshore team. The SWR will outline the estimated start and end date and the relevant contract information related to the supplier.		X
	Analyze the supply market and industry trends.	X	
	Utilizing recent and accurate information (including Xyzyxwvu-internal, Accdcbhijk-internal, multi-Xyzyxwvu-based grouped data,	X	

Responsibility	Accdcbhijk	Xyzyxwvu
<p>and other industry and/or professional association and/or academic information sources), support the Xyzyxwvu and/or Accdcbhijk Category Manager in developing the Sourcing Strategy, which may include requests for support in:</p> <ul style="list-style-type: none"> a) Conducting external market research b) Developing the Xyzyxwvu's internal change strategy c) Understanding the category financial baseline 		
Industry Analysis		
<p>Utilizing recent and accurate information (including Xyzyxwvu-internal, Accdcbhijk-internal, multi-Xyzyxwvu-based grouped data, and other industry and/or professional association and/or academic information sources), complete requests for Sourcing Support from Xyzyxwvu and/or Category Manager, which may include request for:</p> <ul style="list-style-type: none"> a) Industry Profiling (supply Markey complexity, financials, trends/dynamics, best practice) b) Category requirements (demand, specifications, TCO) c) Key supplier research (capabilities, market position, financials) 	X	
Summarize Analysis		
<p>Develop analysis summary and provide to Xyzyxwvu.</p>	X	
Spot Buy		
Analyze spot buy requirements		
<p>Recommend spot buy thresholds.</p>		X
<p>The Category Managers will populate and release an SWR to the Offshore team. The SWR will outline the estimated start and end date and the relevant contract information related to the supplier.</p>		X
<p>Help determine spot buy thresholds. Communicate spot buy policy to end users.</p>		X
<p>Submit request for product/services to Accdcbhijk with detailed requirements and/or statement of work using Accdcbhijk Spot Buy Request Form.</p>		X
<p>Review and analysis of requirements for Spot Buy qualification. Formal acceptance within the Spot Buy scope based on requirements analysis.</p>	X	

Responsibility	Accdcbhijk	Xyzyxwvu
Review and clarify request information. Collaboration with requester regarding requisition: requirements, potential suppliers, time frame, legal implications, delivery requirements, and pricing.	X	
Development Xyzyxwvu Master Services Agreement, Statements Of Work (SOW) containing detailed user requirements and supplier expectations.		X
Perform analysis of pre-existing documentation (if available), Purchase Order or pcard history, pricing agreements (if applicable) and other such supplier data which will be utilized in sourcing strategy.		X
Determine Spot Buy Level/Classification (to identify appropriate spot buy approach strategy).	X	
Determine approach, such as competitive bidding or limited sourcing, establishing strategy and selection of low cost or best value proposal based upon agreed spot buy criteria.	X	X
Schedule appropriate resource(s) to manage request based on deliverable requirements, time frame, and prioritization of the request.	X	
Collaborate with Spend Managers to verify alignment with broader strategy, inclusive of establishing supplier agreements with suppliers meeting Xyzyxwvu requirements.		X
Identify suppliers		
Pre-identify potential suppliers provided within request to Spot Buy team during requirements review and clarification step.		X
Identify potential suppliers based on the requirements provided by Xyzyxwvu and based on the standard spot buy process.	X	
Pre-Qualify suppliers based on prior experience and performance in the category, financial strengths/ratings, and ability to meet or provide current requirements.	X	
If required, enable supplier(s) if not active/enabled within the Spot Buy Sourcing technology in order to solicit bid through the tool.	X	
Obtain competitive bids		
Manage all communications between supplier and requester regarding solicitation and requirements.	X	

Responsibility	Accdcbhijk	Xyzyxwvu
Handle all clarification and supplier inquiries regarding Spot Buy. Verify all suppliers are provided the same information and clarification required to respond to the Spot Buy.	X	
Analysis and review of supplier(s) Spot Buy responses based on developed rating matrix and bid analysis strategy and techniques. Verify Xyzyxwvu requirements are appropriately satisfied within each supplier response.	X	
Provide Accdcbhijk with support and timely feedback on clarifications from Accdcbhijk based on agreed upon timelines.		X
Finalize Supplier Selection		
Receive proposals from supplier(s) and provide Pricing/Proposal Analysis.	X	
Develop negotiation strategy and negotiation team (if required). Hold pre-negotiation session(s) to prepare team members for strategy and define roles of each team member.		X
Negotiate terms and conditions as well as pricing with selected supplier. Verify best pricing and terms and conditions for requirements are met for Xyzyxwvu.		X
Support negotiations and resolve issues as escalated by Accdcbhijk in timely manner.		X
Document Spot Buy results, to include cost savings (if applicable) or mitigated risks.	X	
Make final decision: Approve and forward to Accdcbhijk validated savings and final supplier selection approval in accordance with the agreed timeframe.		X
Track savings achieved from Spot Buy event per agreed savings tracking mechanisms.	X	
Enable suppliers as necessary within Accdcbhijk guidelines and e-procurement software tools	X	
Send notification to supplier of selection through the tool.	X	
Auction Services		
Identify and Evaluate Opportunity		

Responsibility	Accdcbhijk	Xyzyxwvu
Proactively determine whether an auction approach will be utilized in relation to a given procurement project and document in project business case.	X	
Develop eAuction Strategy and Plan		
Request Accdcbhijk's facilitation of electronic Auction through SWR process.		X
Facilitate and administer the auction event, including definition of the event strategy within the agreed timeline (e.g. lot structure, bidding rules, timelines, bid decrements), configuration of the auction facilitation tool with all required data, communication with suppliers, etc.	X	
Approve eAuction Strategy and Plan.		X
eAuction Setup		
For approved projects, provide access to an auction facilitation tool to enable execution of the auction. Maintain user set up, training and other requirements per defined user guide.	X	
Identify and Enable suppliers		
Maintain communications with in-scope bidders/suppliers throughout the auction event.	X	
Manage eAuction event		
Manage live Auction Event.	X	
Summarize eAuction results		
Provide summary report of Auction Event results.	X	
Review and approve Auction Event summary report within 2 business days or such other turnaround time as mutually agreed. Auction Event Summary Report consist of Auction background and lot summary, bid summary, detailed bids per lot and bid graphs.		X
Contract Administration		
Provide Contract/Framework		
Determine legal and Xyzyxwvu requirements for PO and Contracts by country / legal entity.		X

Responsibility	Accdcbhijk	Xyzyxwvu
Provide Xyzyxwvu standard contract templates to enable Accdcbhijk to perform its services. This would include: Standard Xyzyxwvu terms and condition templates, preferred structures for pricing schedules, preferred payment and delivery terms. Also develop a process to provide written updates to supplier if items have changed that may impact supplier's processes.		X
Review Xyzyxwvu provided requirements and provide feedback / areas for improvement.	X	
Enable Contract in Repository		
Define contract signature / execution authorization hierarchy as well as provide timely written updates when applicable.	X	
Sign/execute/approve all contracts within 3 business days or such other turnaround time as is mutually agreed.		X
Confirm Contract Management database process and data templates / standards adhere with Accdcbhijk standard formats.	X	
Approve and follow defined process and data templates / standards. Raise an SWR and complete contract cover sheet and submit scan image of contract.		X
Prepare and submit all contract documents for retention based on agreed upon retention policies including scanned copy of the contract in agreed format and accurate completion of all agreed contract data fields in a contract cover sheet within agreed upon turnaround time.		X
Receive and log contracts sent to Contract Management function for upload to database from Xyzyxwvu.	X	
Load contract documentation into contract management system based on agreed required fields.	X	
Approve contract record in contract management system.		X
Retain Contracts in Repository		
Implement quality control process to maintain contracts in Contract Management database. Escalate to Xyzyxwvu procurement team in case of material issues / errors. (Note: Applies to Accdcbhijk standard process for contract maintenance / retention assumes Accdcbhijk receives a scanned copy of the contract and a cover sheet via email not the original contract document. Accdcbhijk standard	X	

Responsibility	Accdcbhijk	Xyzyxwvu
processes do not assume storage / archiving of original Xyzyxwvu contract documents).		
Implement quality control process to maintain contracts in Contract Management database. Escalate to Xyzyxwvu procurement team in case of material issues / errors. (Note: Applies to non standard Accdcbhijk process for contract maintenance / retention. Assumes Accdcbhijk receives an electronic copy of the contract and a cover sheet not the original contract document. Accdcbhijk standard processes do not assume storage / archiving of original Xyzyxwvu contract documents)	X	
Run regular report to identify supplier contracts up for renewal. Submit report to agreed point of contact for action.	X	
Archive /store original physical contract documents per established archiving policy.		X
For supplier contract amendments, update existing documentation with newly received documentation.	X	
Administer & Retrieve Contracts		
Per agreed review schedule based on type of supplier and contract, review existing contracts for: - compliance with agreed terms and conditions - opportunities for improvement / consolidation		X
Support spend managers in their contract review process to enable supplier / contract consolidation.		X
Respond to queries and requests regarding for existing contract details from authorized requestors.	X	

Attachments

Attachment A1 – Support Countries

Need to reword this to outline the Procurement Ops role only Accdcbhijk will leverage its offshore delivery including Bangalore, India to support the delivery of services covered by this SOW. Additionally one Onshore Procurement Operations Lead will support from North America.

Accdcbhijk will deliver Services to Xyzzyxwvu in accordance with the table below outlining the services, locations served, languages, delivery locations and applicable volumes:

Accdcbhijk Service	Xyzzyxwvu Location	Language	Accdcbhijk Delivery Location and Hours of Support	Volumes
Back Office Sourcing Support	US, Canada and Mexico	English	Bangalore - M-F 8-5PM GMT-7 (US CST)	Agree on a monthly basis the capacity plan for Offshore team for the following three to six months. Not applicable
Ad hoc projects	US, Canada and Mexico	English	TBD by project	To be mutually agreed to by Accdcbhijk and Xyzzyxwvu and supported by change order process.
Back Office - Spot Buy	US	English	Bangalore - M-F 8-5PM GMT-7 (US CST)	Agree on a monthly basis the capacity plan for Offshore team for the following three to six months.
	Canada	English	Bangalore - M-F 8-5PM GMT-7 (US CST)	

APPENDIX E – SUPPORT CONTACTS

Emptoris Access:

Email: WFT.Procurement.Help@Accdcbhijk.com

Global Spend and Savings Tracker (GSST) – accessed through the Xyzyxwvu Tracking and Trading Site Access:

Email: ANGELA.K.WELLS@ACCDQBHIJK.COM

Sourcing Work Request (SWR) – accessed through the Xyzyxwvu Tracking and Trading Site Access:

Email: ANGELA.K.WELLS@ACCDQBHIJK.COM

Zycus Access:

Email: Aliza.Rudy@Xyzyxwvu.com and carbon copy (CC)
Kevin.Breen@Xyzyxwvu.com

APPENDIX F – GLOSSARY

eRFx: See electronic Request for X.

Electronic Request for X: The process used to solicit a bid from multiple suppliers. This can include a request for information (RFI), request for a proposal (RFP), or request for quotation (RFQ).

Global Spend and Savings Tracker (GSST): The application used to outline sourcing projects.

GSST: See “Global Spend and Savings Tracker”

Onshore Coordinator: See “Accdcbhijk Onshore Coordinator”

Procurement Outsourcing Team:

Quadrem: The application used in the Spot Buy process.

RFI: Request for Information. See also eRFx.

RFP: Request for Proposal. See also eRFx.

RFQ: Request for Quotation. See also eRFx.

RFX: Request for x. See also eRFx.

Sourcing Work Request (SWR): The Sourcing Work Request (SWR) is an online request form that is used to initiate every activity performed by the Procurement Outsourcing Team.

SPM: See “Supplier Performance Management”

Supplier Performance Management (SPM): A structured framework for analysis and problem identification and resolution of a suppliers overall performance, including price compliance, savings compliance, spend compliance.

SWR: See “Sourcing Work Request”