

# The Art of Relationship Management & 7 Ways to end up on my Transfer List

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# Robert Schuman

- CEO for a South Sweden based IT Company during the 90's
- Former CIO at:
  - Swedish National Debt Office (Riksgälden)
  - Getinge AB (publ)
  - AMF
  - Gränges (publ)
- Schuman & Partners AB main work areas
  - Interim & Deputy CIO
  - Board IT support
  - Strategic IT change



# My Working Hours as a CIO



# CIO Vendor Management Team

- Contract Management
- Service Delivery
- App Management Leads



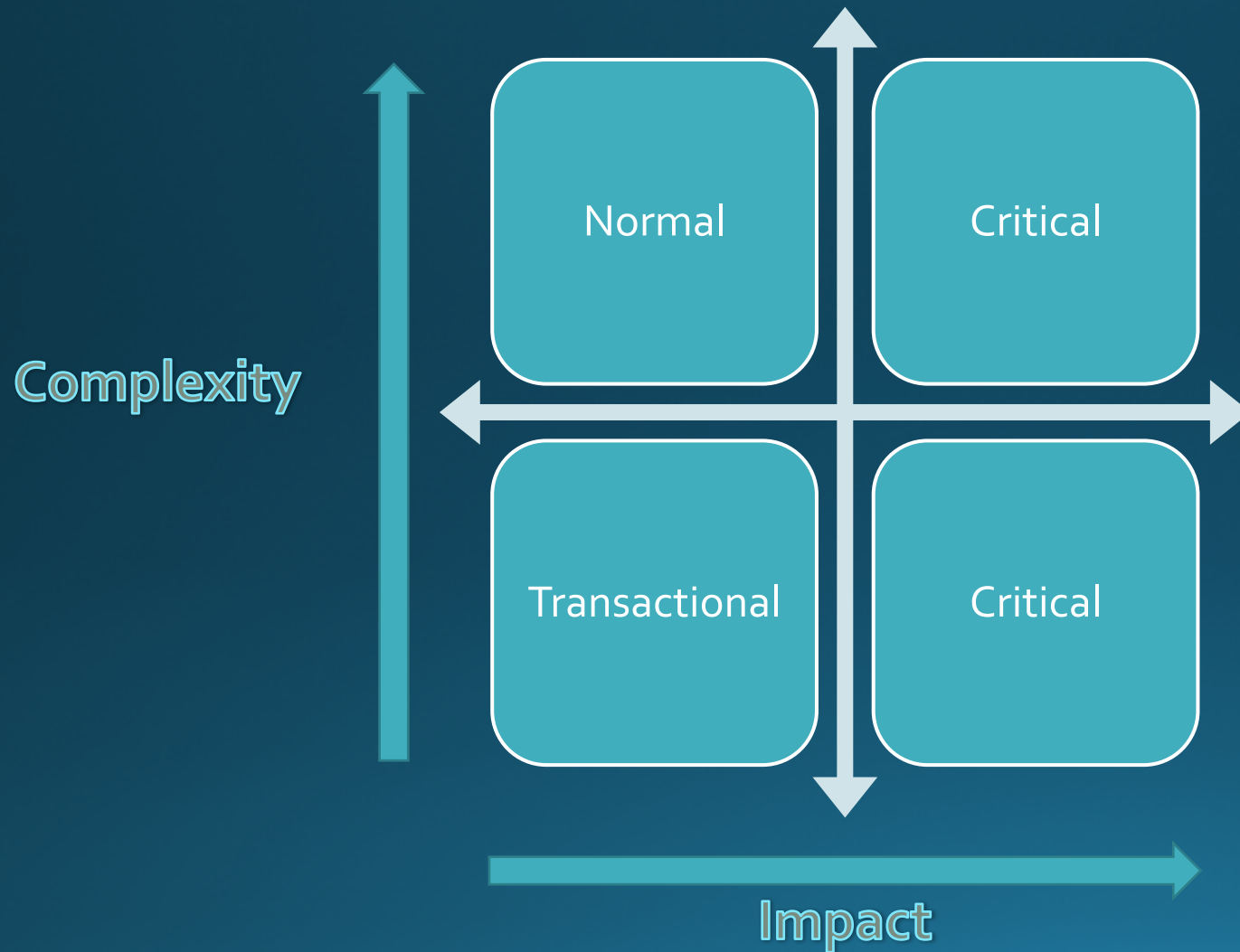


# Some Sourcing Principles

- Source arms and legs, not your brain!
- Be prepared to untangle any relation
- Prefer to be a big fish in a small bowl instead of a small fish in the ocean
- Don't go with the **Really big guys**, unless you got a good reason
- Outsourcing a mess creates a messy outsourcing
- Participate in user communities



# Sourcing Classification



# Vendor Inventory

- Classification in critical, normal and transactional
- All classified as Buy/keep/sell
- For all critical vendors there is a pre-defined exit plan



# Contract Negotiation Phase

- Negotiations for 4-6 months!
- Good contract - nice deal
- Planning and driving transition and/or transformation
- Tempo, project, excitement, execution!
- Oh, The Highs!
- Big Transition/Transformation Closing Party



# Then What?



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- There was an important job to be done and Everyone was sure that Someone would do it.
- Anyone could have done it, but No-one did it.
- Someone got angry about that, because he thought that it was Everyone's job.
- Everyone thought that Anyone could do it, but No-one realised that Everyone wouldn't do it.
- It ended up that Everyone was angry with Someone, because No-one did what Anyone could have done!



# The Art of Relationship Management

- It all starts at the top - Lead by good example
- As the CIO - get full control of all your own stakeholders
- You are partners from now on, trust is crucial
- If one fail, you both fail (in some way)
- Strive for a joint Culture
  - Joint competence meets, Boot Camps
  - Social meetings (off work)
  - Visit the supplier
- All Business is local
- Finally, talk to each other, in person, often..





# Governance Meetings

- In governance meetings don't just discuss issues, add opportunities
- Strive for an easily understandable subset of Metrics
- Try to skip or lower the SLA,
  - “My SLA/SLO’s should be 100%, let's jointly discuss and mitigate risks to why it can't be that!”
- Emphasize Continuous Improvement (with trust!)
- Emphasize innovation (hard, but let’s call it digitalization)
  - Why not look at supplier automation ratio?
- Drive joint open benchmarking (must be negotiated at beginning)



# Governance Meeting Agenda points

- Issues
- Opportunities
- Metrics
- Process
- Culture
- CI
- Innovation
- Benchmarking



# Tools to manage the relation

- Contract repository
  - Revision history
  - Tracking av deliverables
  - Tracking of Metrics reports
- Otherwise, skip tools, start with talking to each other (+Excel)



# 7 Reasons to end up on my "Sell List"

1. Not understanding customer context or business model
2. Not visiting me as customer, in person
3. If I have to remind of any metrics presentation
4. No presenting at least one proactive, cost reducing change yearly
5. Not talking win/win solutions (What's in it for me?)
6. Not displaying good relations on all levels between mine and the suppliers organization
7. Cultural disharmony between our two organizations



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