



"where experience counts"



Global Strategic Sourcing Services

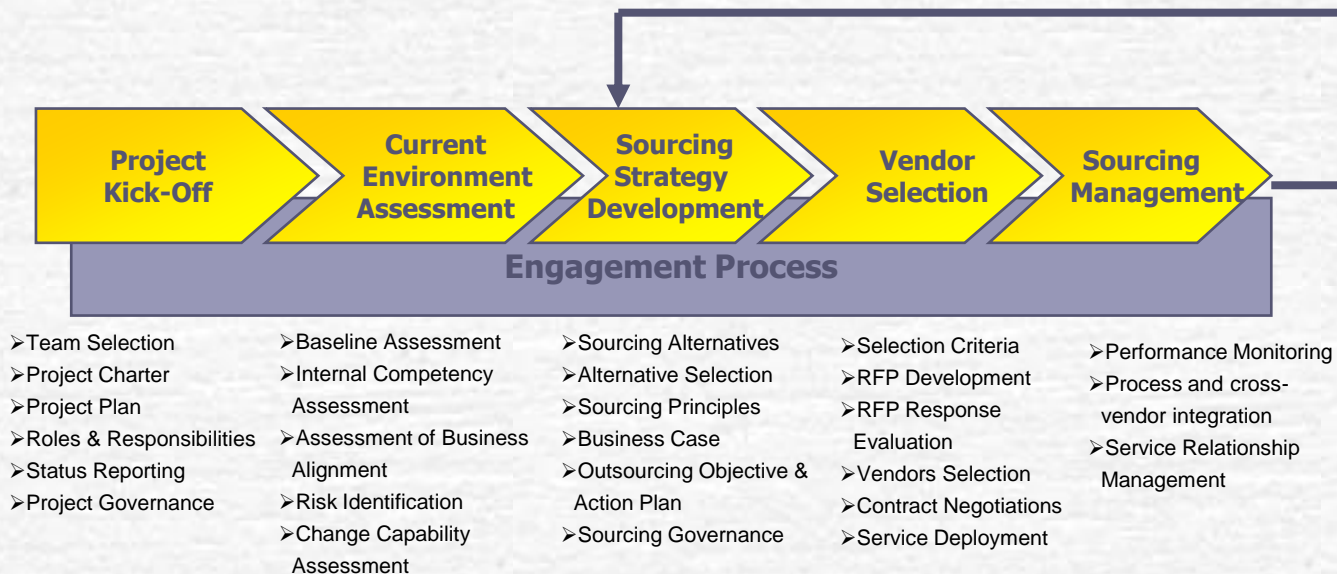
Capabilities Overview

Prepared For:

Our Current and Future Valued Clients

Our Strategic Sourcing Capabilities

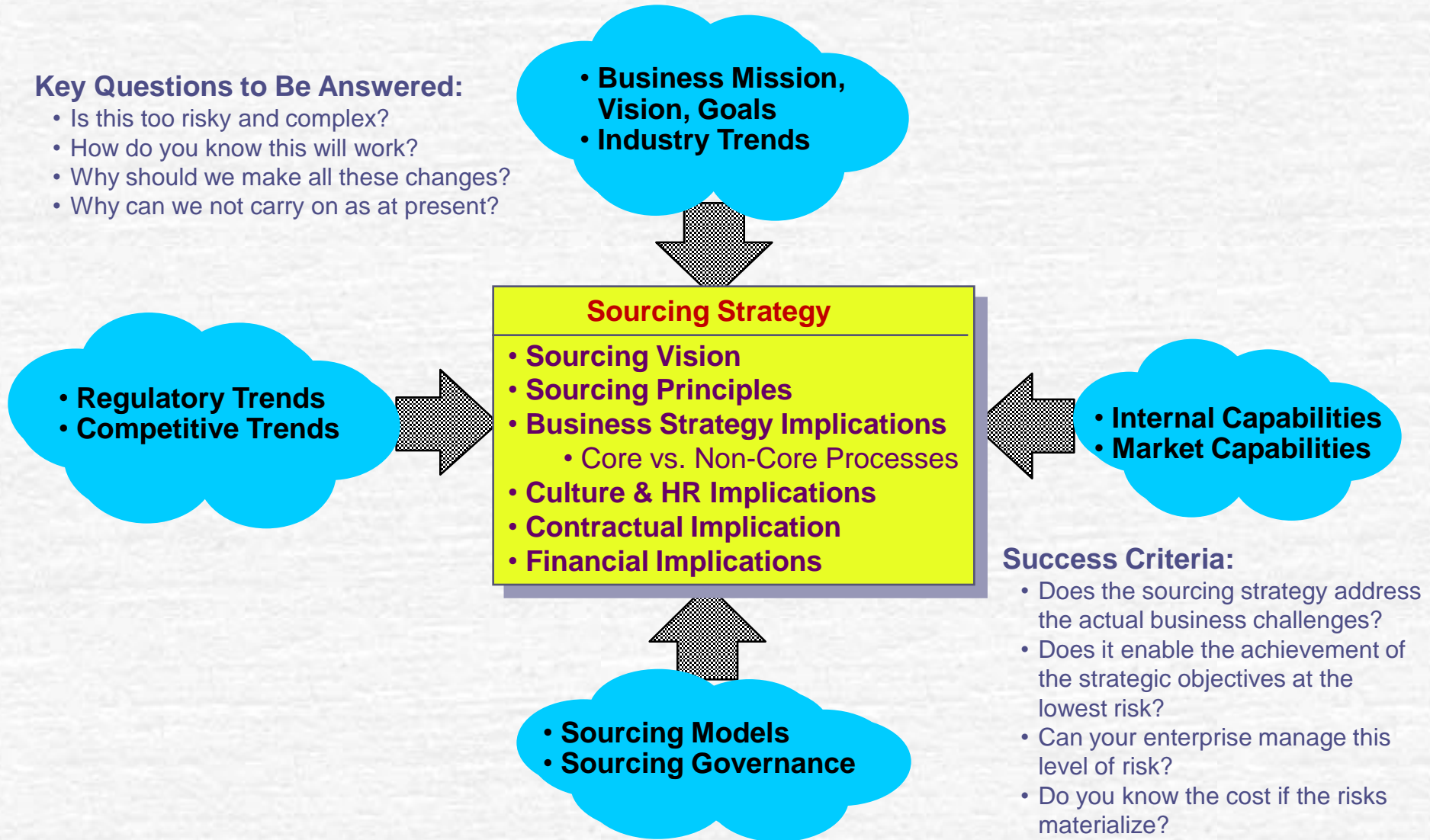
- [Sourcing Strategy](#) – Deciding whether it makes sense to consider outsourcing certain IT or business processes partially or in whole.
- [Vendor Selection](#) – Identifying criteria for outsourcing vendor selection and managing the RFI and RFP process.
- [Sourcing Management](#) – Managing the governance and lifecycle of the sourcing relationship between the client and key providers.
- We have integrated the ITSM ([ISO 20000](#)) Supplier Management standard and [eSCM](#) best practices into our sourcing methodologies.



Sourcing Strategy

Key Questions to Be Answered:

- Is this too risky and complex?
- How do you know this will work?
- Why should we make all these changes?
- Why can we not carry on as at present?



Sourcing Strategy (cont'd)

• Sourcing Strategy Considerations

- Transaction Cost
- Industry factors
- Core competencies
- Risk management capabilities
- Specialization
- Coordination costs

• Sourcing Relationships (Based on eSCM)

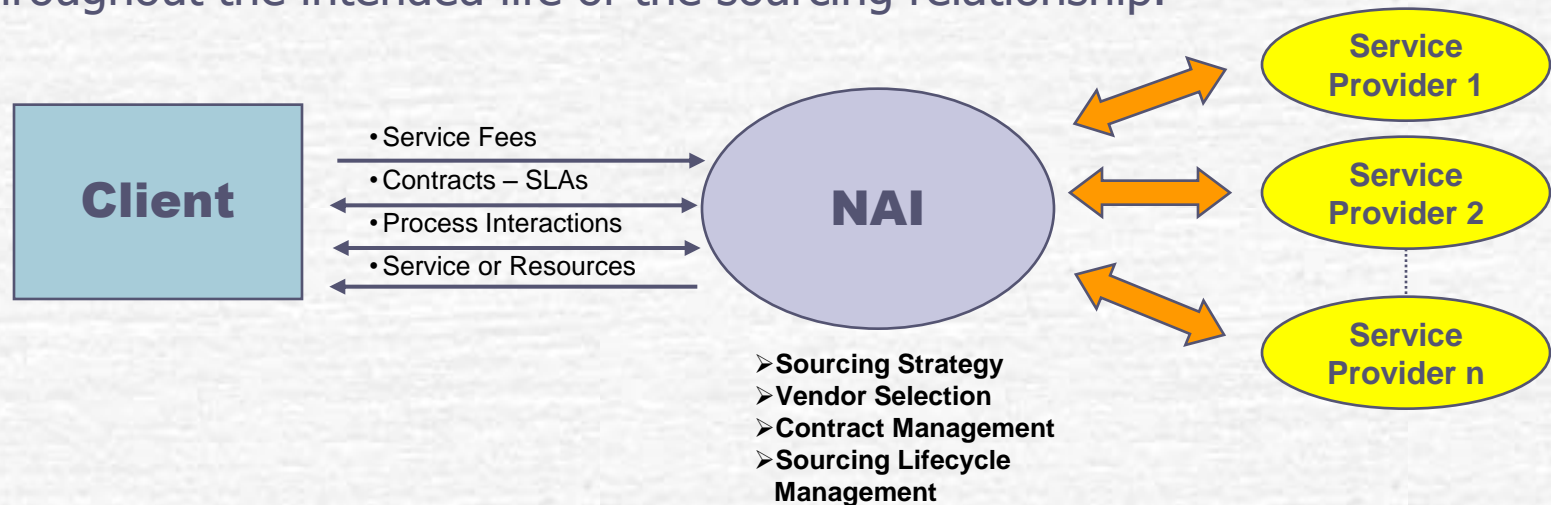
- **Traditional Sourcing** – A single Service Provider delivers services to single client,
- **Co-Sourcing** – Two Service Providers work together to provide services to a single client,
- **Multi-Sourcing** – Multiple Service Providers deliver services to a single client with client responsible for managing and integrating the various Service Providers,
- **Alliance** – Multiple Service Providers collaborate to deliver services to one or more client organizations,
- **Joint Venture** – Multiple Service Providers form a collaborative business venture to serve one or more clients,
- **Insourcing** – A group within the organization is selected as a Service Provider, but is largely managed as an external entity.

Vendor Selection

- We generally observe a Selective Sourcing model (choosing service providers for their best in class services and capabilities in a particular process, function, or discipline as opposed to Total or Transitional Sourcing models) due to the general market trends towards specialization.
- We monitor and rate all viable onshore and offshore outsourcing service providers by country, offering, and industry expertise on a regular basis.
- We use a competitive bidding process to ensure that our client can extract the maximum value from available market offerings and service providers.
- We customize the vendor selection criteria based on unique drivers of each client's environment, industry, and competitive positioning.
- We maintain databases on best in class costs, cycle time, and service levels for business processes within specific industries as well as general IT functions.
- We enforce comparative benchmarking of each service provider's performance against internal and third party databases of key performance indicators in order to reset the bar on an annual basis.

Sourcing Management and Execution Models

- Our business model is predicated on the need to proactively manage and seamlessly integrate the services provided by a number of specialist outsourcing providers.
- The overhead associated with managing a multi-sourced environment causes many companies to not achieve the intended results of the outsourcing strategy, or suffer loss of credibility due to miscommunications and service gaps.
- We can take responsibility for ensuring that the overall relationship with and among the service providers is well integrated and proactively managed throughout the intended life of the sourcing relationship.



Scope of Our Sourcing Services

“Sourcing Strategy”

- ✓ Understanding the business objective and the impact on technology and business organizations
- ✓ Analyzing the current business or IT process status to undertake an impact analysis of the anticipated evolution
- ✓ Stimulating, understanding and defining business and technical requirements based on strategic directions and practical objectives
- ✓ Defining or confirming the choices in terms of architectures, technology platforms, integration standards, development and integration platforms, data security and information access policies, and common methodologies
- ✓ Acting as a business consultant for impact analysis of business or requirement changes or new available technologies
- ✓ Project and Program Management (e.g. manage the overall plans, including the time scale for precedent studies, deals or tenders, internal reorganizations and change management, transitions and deal startups, and unplanned events)
- ✓ Translating business needs into technical specifications for evaluating (**feasibility study**), planning (i.e., **business case** or pre-execution plan) and executing (**execution plan**)

Scope of Our Sourcing Services (cont'd)

"Vendor Selection"

- ✓ Selection criteria development and ratification
- ✓ Request for Information (RFI) and Request for Proposal (RFP) development and process management
- ✓ RFP response evaluation and Service provider(s) selection
- ✓ Deal or tender fulfillment
- ✓ Supervision up to the project or service startup
- ✓ Service providers — or sub-providers — contracting
- ✓ Definition and management of proper mix of offshore and onshore resources and their respective roles and responsibilities
- ✓ Definition, agreement and documentation of the interfaces between processes used by all parties
- ✓ Definition of contractual dispute process
- ✓ Definition of process to deal with the expected end of service, early end of the service or transfer of service to another party
- ✓ Oversight of services deployment (e.g. fulfillment of tests, acceptance plans, documentation provision and testing, and quality certification, etc.)
- ✓ User documentation and training, delivery monitoring and management

Scope of Our Sourcing Services (cont'd)

"Sourcing Management"

- ✓ Service Providers' projects or services monitoring and review
- ✓ Development and execution of Service Improvement Plan based on actions resulting from project or service monitoring and review
- ✓ Service processes management and methods (e.g., project, incident, problem, change, release management, and escalation)
- ✓ Management of contracts, SLAs, invoicing and penalties, and if and when appropriate, arbitration or renegotiations
- ✓ Cross Service Provider integration management
- ✓ Major review of the contract at least annually to ensure that business needs and contractual obligations are still being met
- ✓ Update of contracts and SLAs based on review meeting under the formal control of change management process
- ✓ Software and Services Contract (re)negotiations and investment optimization
- ✓ Customer satisfaction management

Managing Outsourcing Risks

Project Risks

- Are the outsourcing goals, objectives and strategy clear?
- Are the requirements defined?
- Is there a proven outsourcing process in place?
- Does the team have the right outsourcing experience?
- What is the level organizational readiness?
- Are processes to be outsourced understood?
- How will success be measured?

Geographical Risks

- What are the risk/reward trade-offs by country?
- How stable is the country politically?
- What are the cultural differences/issues?
- How are intellectual property rights enforced?
- What are the security & privacy implications there?
- What is the state of the technology infrastructure?
- What is necessary to exit?

Vendor Risks

- What is the vendors size, stability and direction?
- Where are their outsourcing locations?
- What skills are available internally? In there market?
- What is the state of their infrastructure?
- Are systems and processes in place?
- What type of partnership arrangements do they offer?
- What are the language and cultural issues?

Operational Risks

- How effective and reliable is the infrastructure?
- Are the processes defined and adhered to?
- How are service levels measured?
- What is the attrition rate of the staff?
- How is security enforced?
- Are facilities secured?
- Is there a business continuity plan in-place?

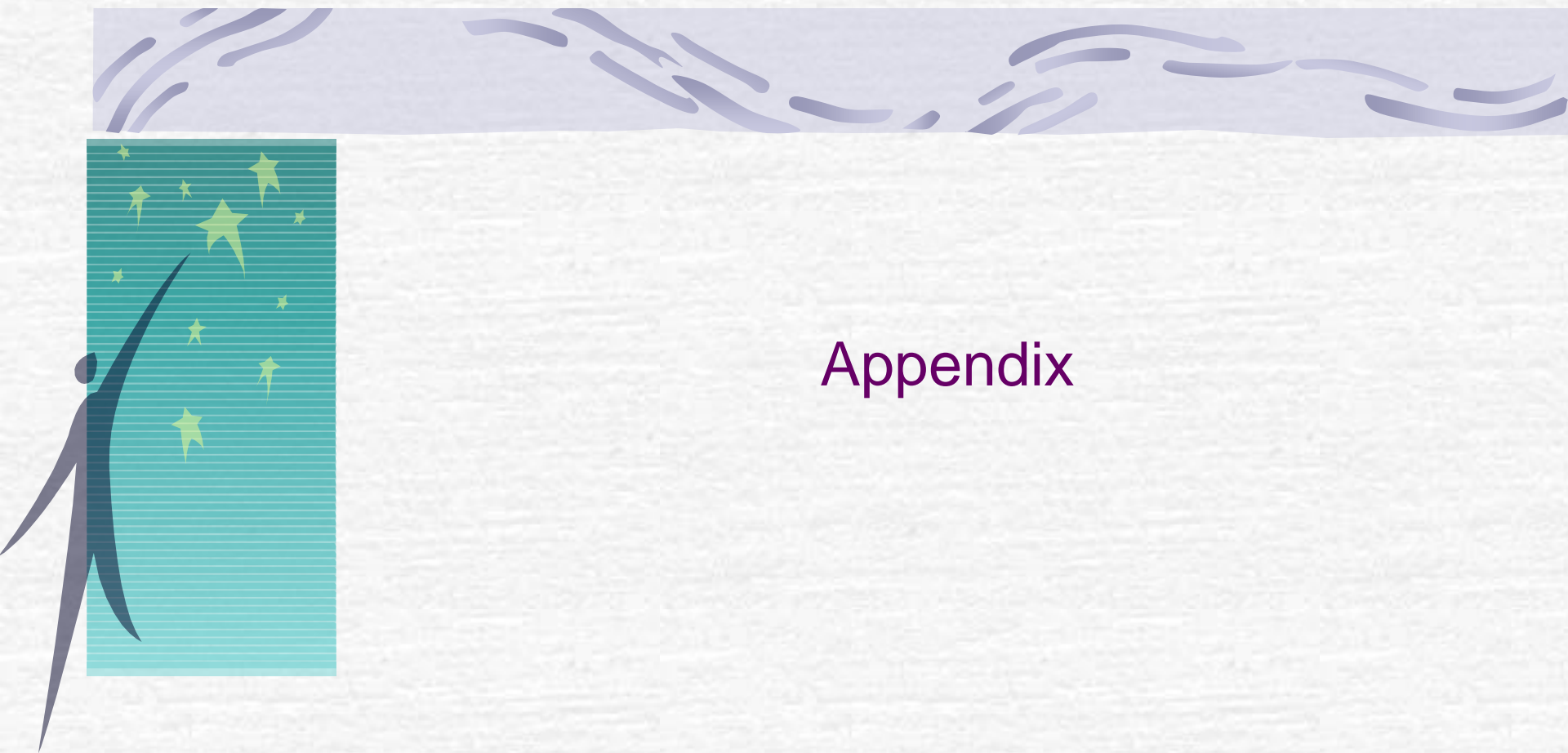
Risk Mitigation

We assist organizations identify, assess and mitigate outsourcing risk!

Our experienced staff have navigated the risks in the past and they use our proven framework which includes risk identification and mitigation in each phase:



Engagement Process / Program Management



Appendix

Nouri Associates Background

- NAI is an international boutique IT Management Consultancy and Training organization with a focus on IT Management and Control best practices
 - Founded in 2001
 - Senior consultants with 20+ years of experience in the IT industry
 - All instructors are ITIL Manager certified and itSMF accredited with a consistent record of successful training and consulting engagements
 - EXIN ATP (Accredited Training Provider) and itSMF ACP (Accredited Course Provider) for all classroom and online ITIL and ISO 20000 courses
 - Member of ISACA and IT Governance Institute
 - Member of itSMF USA Certification Board and EXIN Expert Group
 - Board Member of ANSI Accreditation Board (ANAB)
- Key Offerings and Capabilities
 - Strategic Sourcing (eSCM)
 - IT Strategic Planning
 - IT Governance and Control Implementations (COBIT)
 - Enterprise Business and Information Technology Architecture (TOGAF)
 - IT Service Management and Service Transformation (ITIL and ISO 20000)

Why Choose Nouri Associates

- We are [independent](#) of all service providers and binding financial arrangements, and can therefore ensure [objectivity](#) in all of our recommendations.
- We are [experts](#) at developing and managing effective sourcing relationships with US and Global service providers.
- We will take [full responsibility](#) for the overall results delivered by a variety of specialized service providers, focused on their strongest market offerings.
- Our [strong delivery capability](#) is based on using the competitive market forces to select the most suitable providers for the candidate IT or business processes.
- We are creative. Clients hire us to provide [innovative](#), breakthrough thinking customized to their needs.
- Our engagements are conducted by highly experienced global and local [business and IT professionals](#). This experience translates into rapid delivery of the right results, the first time.
- Our resources have specialized and detailed knowledge of key business processes within your industry.
- We view [integrity](#) as a norm and our clients view our open-minded, honest approach as a fresh way of doing business.
- We [care](#) about you and your business. We will always go the [extra mile](#) to exceed your expectations.

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