

THE 'WHAT?' & THE 'HOW?'

Exiting legacy contracts and transitioning into a multi-supplier operating model is complex. Although many public sector organisations have started, many have still to tackle hard questions on the 'what?' and the 'how?'.

MARKET PROBLEMS

SUPPLIERS NOT INCENTIVISED TO COOPERATE

Incumbent suppliers are not incentivised to cooperate and contribute their knowledge to help plan the transition.

LACK OF INVESTMENT

Organisations are not willing or able to invest enough time/effort in pre-tender analysis, design and planning

SUPPLIERS ARE 'BLIND' TO RISKS

Suppliers are 'blind' to the reality of risks and gaps in their bid proposals when responding to opportunities

DANGER OF FALSE-STARTS

Some organisations turn to 'big brands' for help thinking this will give them a head start

LACK OF REALISM

A lack of realism in what is involved when transitioning away from legacy prime contracts, and the potential impacts on service

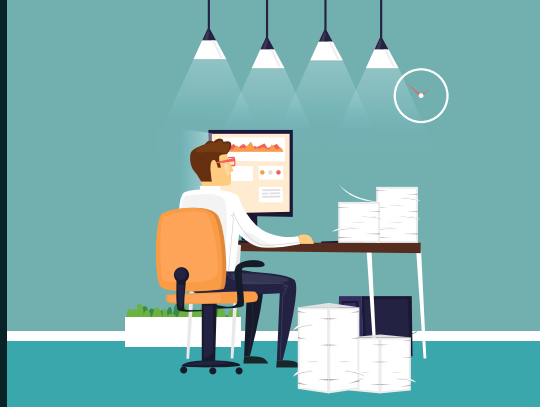
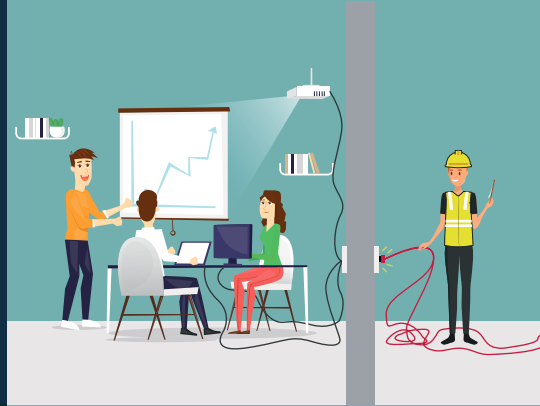
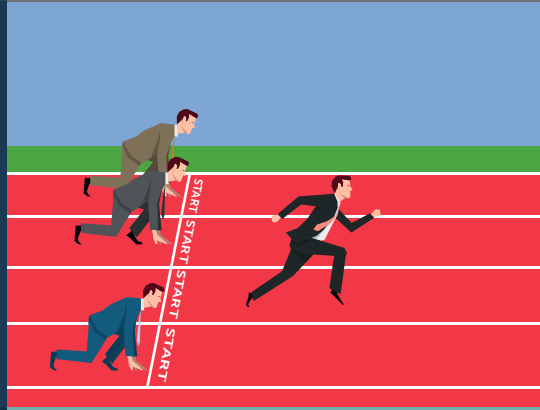
DESIGN & DELIVERY RISKS

Design and delivery risks often surface post-tender (or when a crisis unfolds) when supplier contracts have been signed

SIGNIFICANT ADDITIONAL WORK

Disaggregation has been only partially achieved, with significant additional work still to do and gaps in capabilities

methods



IMPACTS

CLIENT FACES UNKNOWN RISK

The client is faced with unknown risks and significant gaps that will surface later (when it's more costly)

REQUIREMENTS POORLY ARTICULATED

Requirements are poorly articulated, tenders risk failing and transition options might be unworkable

SUPPLIERS UNDERBID

Suppliers risk underbidding in terms of time/effort, reducing margins and causing delays

LEAD TO DELAYS & RE-WORK

They can lead to delays and re-work when they fail to demonstrate practical (hard-won) experience

DEGRADED SERVICES

Ill-prepared for a lengthy transition which may increase costs and result in degraded services to the business

PARTIALLY TRANSITIONED SERVICES

Delays, cost overruns, and partially transitioned services/capabilities (are familiar outcomes)

STUCK IN INTERIM MODE

Organisations are stuck in interim mode, and unlikely to achieve the expected benefits and cost savings