

# Strategic Sourcing Services

## MANAGING THE BUSINESS OF LEARNING

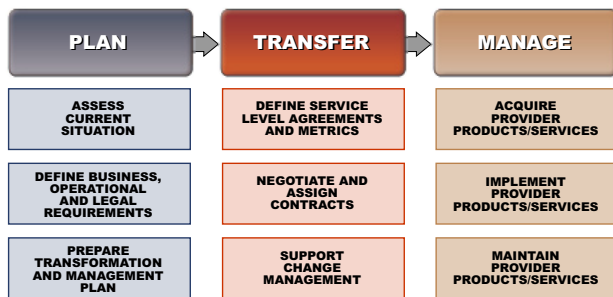
The business of learning has many moving parts:

- Supporting formal and informal learning models and linking them to ongoing employee education and experience
- Managing technologies that catalog, schedule and track learning activities, events and outcomes
- Making content development vs. buy decisions
- Delivering learning opportunities across the entire value chain to include employees, customers and partners
- Conducting reviews and assessments to ensure performance is in sync with business goals and objectives

Designing, implementing, and managing all of these components requires specialized knowledge and experience. How do you find and select the right provider? How do you manage them and assess their performance? How do you keep track of who is providing what service to your organization, and how do you make sure they get paid on time as they deliver their services to you? Most important, how do you find the time to do that and effectively manage the business of learning for your organization?

### HOW WE GET YOU THERE – FAST!

We know you can't just flip a switch and transfer responsibility of a provider network overnight. The ACS implementation approach is both fast and complete. The figure below summarizes our phased transitional approach:



#### PHASE 1 Create a Plan

We begin with an assessment of your current situation against the backdrop of your overall learning and development plan:

- Your current and anticipated learning needs
- What providers you are currently using to support your efforts
- The nature of your relationships with these providers
- Agreements you currently have in place and their expiration
- How these providers fit in your overall learning plan and any gaps in service delivery and performance

We then carefully assess and define the provider network requirements from three perspectives: business, operational, and legal. Based on this assessment, we prepare and agree on a transformational plan that will reassign the responsibility for managing current providers to ACS, and develops a blueprint for ongoing management and transformation going forward.

ACS transforms the management of your learning and development provider network from:

- Many relationships/contracts
- Provider redundancies/overlaps
- Dispersed processes and accountability
- High resource investment out of balance with value received
- Uneven provider service levels, quality, reliability, access, and price

To:

- One relationship, one contract
- Streamlined provider network
- Coordinated process and direct accountability
- Lower resource investment and high business value
- Defined/consistent service levels, quality, reliability, access, and price

expertise in action™



## PHASE 2 Transform and Transfer Oversight

The second step, “transformation” is more than a simple hand off of responsibilities. ACS clearly defines and communicates the mutually agreed upon service levels and metrics which will be used to measure each of the current provider’s performance. Where gaps are identified in service quality, reliability, price, or accessibility, ACS will source and qualify alternative providers to better support your organization. In many cases, ACS may already have one or more preferred providers under contract, which allows us to quickly extend their services to you.

ACS strategic sourcing team will manage all statements of work (SOWs), and ensure that each new vendor meets the predefined service level commitments and levels critical to your organization. In some instances we may need to source and select new providers to add to our network. In that case, each new provider will sign a master service agreement with ACS that outlines their service level commitments, responsibilities and quality hurdles.

Lastly, during the transformation stage, we carefully manage the change this transformation might bring. When necessary, we redefine roles and responsibilities, reconstruct and document affected business processes and work flows, and implement formal training programs.

## PHASE 3 Operating an Effective Provider Network

Once the transformation is complete, ACS will continue to effectively and efficiently manage the entire life cycle of each provider relationship. We retain constant communication with the client, and incorporate feedback into our management model to help us assess provider performance and uncover opportunities to improve and expand the services we provide. Whether the provider network consists of content, technology or service providers, ACS ensures that the time and energy of your learning managers can be focused on the business of learning, not managing third party resources. We manage performance and negotiate the best price with each provider, helping our clients increase the value of their learning resources, and protect their bottom line.

## DELIVERING VALUE THROUGH STRATEGIC SOURCING SERVICES

ACS Strategic Sourcing Services will reduce the cost and complexity in dealing with a large and diverse provider network, while improving the quality and consistency of the learning and development opportunities provided -- every time. If it’s providing shortened response times between identifying and fulfilling learners needs—we guarantee it. We help avoid investing valuable time and resources sourcing, selecting, contracting, managing and assessing vendor networks —we do that. If it requires dealing with hundreds of different providers, costly contract overlaps, and redundancies, and getting the best price for the services – we ensure that.

ACS is the single solution for strategic sourcing, helping businesses increasing the performance of their people, and the value of your people to your business.

## MANAGING YOUR PROVIDER NETWORK

PROVIDER LIFECYCLE MANAGEMENT ELEMENT	INVESTMENT LEVEL	VALUE
Strategy/Business Linkage	Low	High
Qualifying/Selecting/Contracting	High	Low-Moderate
Implementation	High	Low
Quality Management	Moderate	High
Relationship Maintenance/Administrator	High	Low

Our clients have told us that the value their organizations receive is out of balance with the resources they invest in managing their learning and development vendor and provider networks. This matrix summarizes their thoughts. How does their perspective compare to yours?

## ABOUT ACS

ACS has been consistently acknowledged as a leader and high end provider by analysts from Gartner Inc. Brandon Hall, IDC and Nelson Hall. ACS has also been named in the “Top 20 Companies in the Training Outsourcing Industry” from 2005-2007, the 2006 and 2007 HRO Today’s, Bakers Dozen for “Best” Training & Development companies, and as a 2007 winner of the “Learning in Practice” award for Learning Outsourcing by Chief Learning Officer Magazine.

ACS is the leading provider of learning outsourcing services to companies that consider people among their most valuable investments. We partner with our clients to help them increase the value their people provide, by deploying effective, efficient, and performance-based learning aligned with strategic business goals. Our clients include Ernst & Young LLP, Beckman Coulter, Cisco Systems, Canon U.S.A., Delta, Energy East, GM Europe, the Internal Revenue Service, Kraft, Network Appliance, Océ NV, Turner Construction, and many others. For more information on the IXP Learning Platform and which version is right for you, go to [www.acs-inc.com/learning](http://www.acs-inc.com/learning) or email [LPO@acs-inc.com](mailto:LPO@acs-inc.com)

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