

**TransAudit**  
Advanced Cost Recovery & Reduction Solutions

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# RFP

## Stakeholder management



# The stakeholders in a tender

## Client

- Reduce costs
- Improve Service
- Rationalize carrier base
- Improve operations
- Create partnerships
- Offer more logistics service to clients

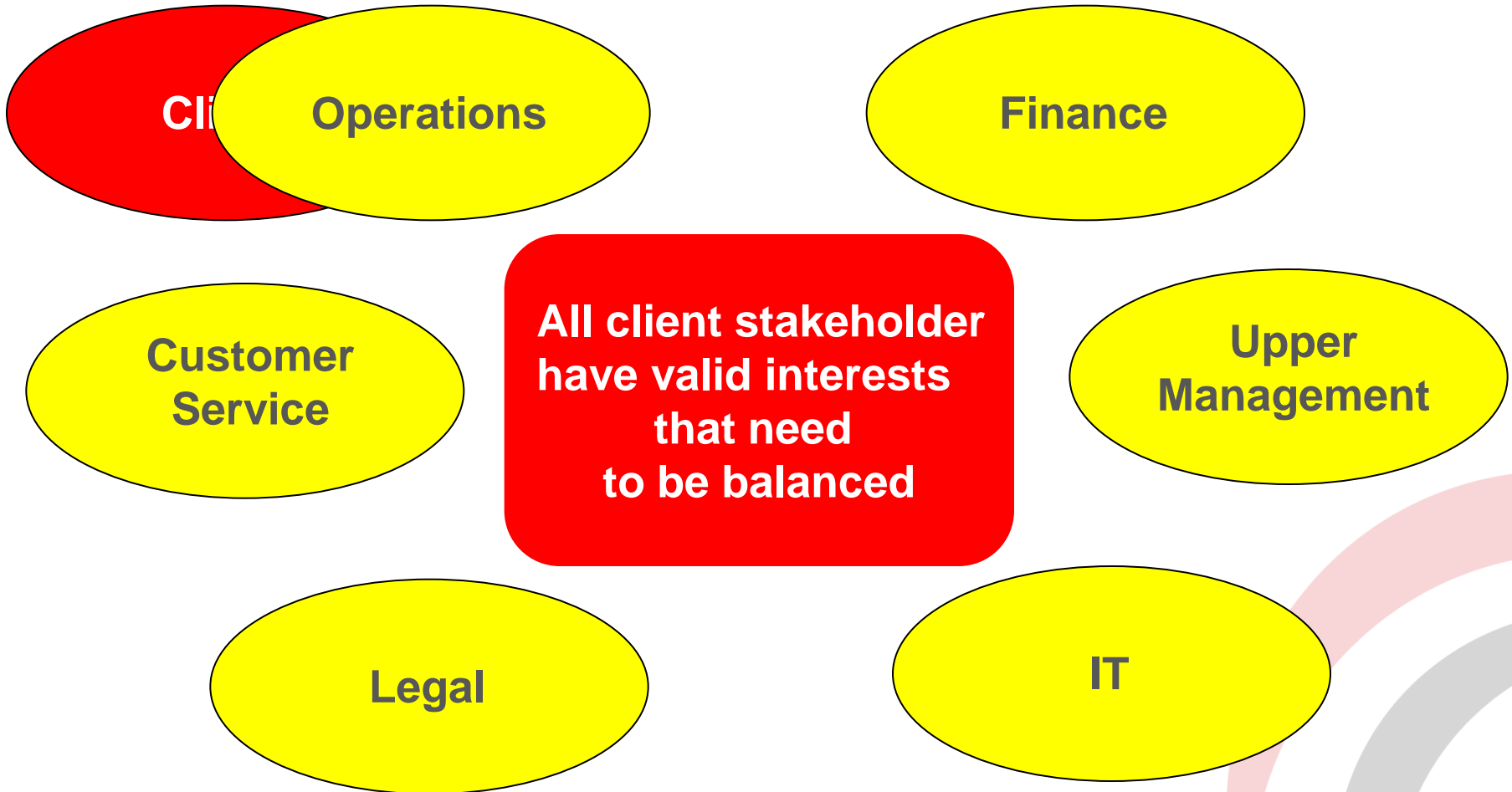
## Tender Manager

- Ensure the optimum tender result
- Ensure efficient process
- Look for improvements
- Manage stakeholder and expectations

## Service Suppliers

- Retain business
- Win new business
- Maximum revenue and margin
- Expand service offerings
- Forge and maintain a good reputation

# The client stakeholders



# Four key elements



Four key elements to gaining stakeholder approval and sponsorship

# Plan – Engage stakeholders

- **Identify**

- Who are the stakeholders
- Who are the subject matter experts
- Who is the project leader
- Do he/she have sufficient influence to get things done
- Upper management backing

- **Communicate**

- Achieve early sponsorship
- Communicate project within client organization
- Engage the stakeholders to clarify how the project affects their respective domains
- Conduct open discussions about specs, carriers, lanes, and process
- Weekly progress call, project log

- **Structure**

- Make use of structure surveys with weighted evaluation criteria
- Work with templates as much as possible
- Utilize stakeholders as experts on specific subject matter and business/operational requirements
- Be willing to adopt ideas from client if they are beneficial to the end result

- **Set**

- Clarify and document tender goals and have them signed off
- Assign tasks and deadlines and document!
- Ensure implementation resources are available (IT, operations, transportation, finance, legal, etc.)

# Do – stakeholders involvement

- **Team**

- Create team of key stakeholders – limit team size to prevent inaction and “hiding behind the group”
- Conduct weekly calls to involve all team members and keep them engaged in process from initiation through implementation
- Involve all team members with tasks that affect the RFP and overall outcome

- **Documentation**

- Include survey and scorecard results in RFP operational requirements
- Ensure tender documentation is a joint effort ensure buy in and commitment
- Client specific content must come from- and be validated by client
- More information = better quality RFP responses

- **Baseline**

- Establish baseline from collected shipment data and validate outcome with stakeholders
- Formulate scorecard inclusive of business and operational criteria and requirements
- Solicit and utilize feedback as “gut check” with RFP process

- **Sign off**

- Attain baseline and scorecard approval from stakeholders to avoid future discussions/concerns about outcome of tender
- Identify and document potential show stoppers, i.e. blacklisted carriers, carrier service concerns, etc.
- Monitor and adapt as needed

# Check – stakeholders buy in

- **Team**

- Team members must review responses from all RFP participants
- Team members should grade responses from requirements standpoint based on pre-established criteria and scorecard
- Team members should prepare a list of concerns from their standpoint (Corresponds partly with show stopper item in “Do” section)
- Have team members play a role in determining top selections for bid award

- **Response evaluation**

- Do not start thinking about how to evaluate the responses once received – that is too late
- Correlate results and concerns with surveys and scorecard
- Base the outcome as much as possible on pre-defined criteria (savings, survey, evaluation criteria, and pre-set goals)
- Ensure compliance with scorecard requirements
- Decisions should only partly be based on “soft” criteria and stressing the possible tainting of votes by emotions and past experiences

# Act – stakeholder management

- **Team**

- Stakeholders are key to smooth implementation
- Stakeholders must be engaged in implementation process from beginning

- **Management**

- Allocate appropriate workload distribution to ensure timely execution of all implementation tasks
- Conduct regular progress/issue resolution calls and meetings with award recipients, managers, and stakeholders
- Continue weekly calls to ensure and communication and problem solving during entire implementation process