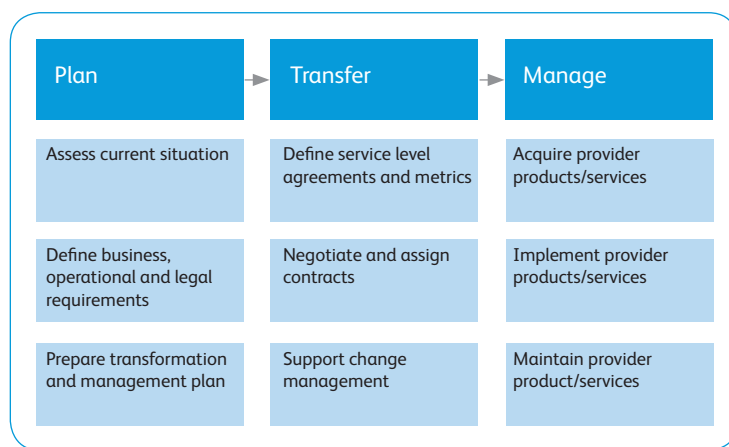


Strategic Sourcing Services

Managing the Business of Learning

The business of learning has many moving parts.



They are:

- 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 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? How do you make sure they get paid on time? Most important, how do you find the time to do that and effectively manage the business of learning for your organization?

The answer is Xerox.

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

Strategic Sourcing Services

Creating a Plan

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

- Your current and anticipated learning needs
- Which 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 provider network requirements from three perspectives: business, operational and legal. Based on this assessment, we prepare and agree on a transformational plan that reassigns responsibility for managing current providers to us, and develops a blueprint for ongoing management and transformation going forward.

Transforming and Transferring Oversight

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

Our 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 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.

Operating an Effective Provider Network

Once the transformation is complete, we continue to manage the entire life cycle of each provider relationship. We maintain constant communication with you, and incorporate your feedback into our management model. This helps 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, we ensure that your learning managers’ time and energy are focused on the business of learning, not managing third-party resources. We manage performance and negotiate the best price with each provider, helping you increase the value of your learning resources – and protect your bottom line.

Delivering Value through Strategic Sourcing Services

Xerox 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 you avoid investing valuable time and resources sourcing, selecting, contracting, managing and assessing vendor networks – we do it. If it requires dealing with hundreds of different providers, costly contract overlaps and redundancies, and getting the best price for the services – we ensure it.

In short, we are your single solution for strategic sourcing, helping you increase the performance of your people, and the value of your people to your business.

Before and After

Xerox transforms 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.

Managing Your Provider Network

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?

Provider Life Cycle Management Elements	Investment Level	Value
Strategy/Business Linkage	Low	High
Qualifying/Selecting/ Contracting	High	Low– Moderate
Implementation	High	Low
Quality Management	Moderate	High
Relationship Maintenance/ Administration	High	Low

About Xerox

Xerox is the world’s leading enterprise for business process and document management. Xerox technology, expertise and services enable workplaces – from small businesses to global enterprises – to simplify the way work gets done so they operate more effectively.

You can learn more about us at www.xerox.com/businessservices.