



What do you get when you have the benefit of business innovators, sourcing consultants, lawyers, technologists, strategic sourcing specialists, change management gurus, negotiators and transformational process engineers?

Peace of mind.

ATTORNEY ADVERTISING. Results depend on a number of factors unique to each matter. Prior results do not guarantee a similar outcome.

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Pillsbury Global Sourcing

Given all the complexities involved in developing a sourcing solution, having a single partner that can assist you at every step is a clear advantage. Pillsbury Global Sourcing offers an integrated consulting/legal advisory model that is pioneering, deliberate and proven by years of experience.

Achieving a sourcing solution that truly meets your objectives is a major undertaking. You'll need a detailed evaluation of your current functions to see where your opportunities exist. You'll want to consider all of your alternatives: Maybe the answer is an internal restructuring or outsourcing; maybe it's an offshore or near-shore solution.

You'll need to identify the potential suppliers with the requisite expertise and vet the solutions they offer, then work out the details that can make or break your initiative. In short, you need to partner with the best advisors.

Pillsbury's integrated service model, coupled with our innovative visual methods, minimizes costs and optimizes strategic value for our clients. This approach is the most efficient and effective in the field.

Where to Start?

Companies often start their sourcing journey by identifying a particular domain in their business where they might achieve efficiencies. At Pillsbury, our sourcing advisors are organized along the same business function lines.

We provide domain expertise in a wide range of areas, including:

- Finance & Accounting
- Human Resources
- Procurement
- Real Estate/Facilities Management
- Information Technology
- Supply Chain & Logistics
- Technology Licensing & Systems Integration

A critical difference is in our analysis of how each business function is connected to the enterprise as a whole. By looking at the bigger picture, we help our clients avoid unintended consequences, find unexpected solutions and identify more opportunities for savings and service delivery optimization.

Another difference is our approach to market engagement. We forego the typical prescriptive, one-size-fits-all RFP process that limits supplier creativity or sets unachievable goals. Instead, we work with clients to define their challenges, constraints and objectives, and then enable suppliers to design and propose their best solutions.

The Right Answer

Not all roads lead to “outsourcing,” and the outsourced model is not appropriate for all organizations or situations. We facilitate the selection of the appropriate delivery strategy—re-engineering, in-source vs. outsource vs. multi-source—and across locations—whether onshore, near shore, offshore or, more frequently, a blended model. Whatever the optimal strategy, Pillsbury can enable the informed evaluation of alternatives that will lead to the right answer for each client.

A Unique Way to “See” Your Enterprise

Many companies find it difficult to get a clear handle on what their operations look like. Pillsbury’s proprietary Visual Sourcing method solves this problem with a unique graphic approach that shows your “as is” operations—the gaps, the friction points, the opportunities—all of which can then be updated to show multiple variations on your desired “to be” enterprise.

Our visual methods have revolutionized the way sourcing relationships are built and managed. With this visual approach, the customer and the provider can improve and accelerate the development and understanding of solutions and service agreements.

Our Experience

Our 80-member team combines deep subject matter experience with decades of legal knowledge in the field. We are able to guide companies through the full outsourcing lifecycle, from sourcing strategy formulation and vendor analysis to contract negotiations and implementation.

We have been partnering with companies to streamline and improve their businesses since 1985. Pillsbury’s Global Sourcing advisors have handled hundreds of transactions, including landmark deals such as the first large-scale outsourcing of information technology functions and the first global HR business process outsourcing.

Other benefits for clients who engage our integrated consultant/attorney team include:

- Early identification of potential pitfalls, risks and deal-breaker issues through our deep transactional roots.
- One team under one roof, which avoids the possible misalignment of roles and responsibilities that often results when work is handed off from one party to another. Avoiding “rework” saves time and money.
- Processes and experience that work together in creating a transaction that is built to last.



Pillsbury was named the No.1 Outsourcing Legal Advisor in a 2007 client satisfaction survey by The Black Book of Outsourcing, which drew responses from more than 18,000 CEOs, CFOs, CIOs and other decision makers.

Our People

Sourcing Advisors. Our advisors have built businesses, re-engineered global operations, driven out costs, managed complex system implementations, architected supplier solutions and negotiated some of the most complex and customized outsourcing relationships worldwide. They understand that outsourcing involves more than a competitive procurement, and that the delivery of value through sourcing requires a sophisticated blend of analytical, re-engineering, change management, contracting and negotiation skills. We bring those skills to our clients through our integrated project teams.

Two decades of innovation. More than 500 major transactions. Value surpassing \$450 billion. A clientele that includes approximately 30 percent of the Fortune Global 100.

Legal Advisors. Our attorneys are acknowledged leaders in outsourcing, including “top five” rankings for a number of our law partners in *Chambers Global*, *UK* and *USA* guides. Our core team of more than two-dozen partners and senior counsel has advised on outsourcing transactions for many years. In addition to outsourcing transactions, our attorneys represent clients in joint ventures, technology transfers, complex procurements and a wide range of custom one-off transactions for special needs such as sensitive R&D, high-tech design, engineering and fabrication services.

Our Clients

We’ve worked for many of the world’s largest companies across multiple industries, including retail, manufacturing, energy, pharmaceuticals, telecom and financial services. Clients often engage us in a series of transactions to steadily execute their strategic vision of transformation on an enterprise-wide scale.

About Our Firm

Pillsbury is a full-service law firm with market-leading strengths in the energy, financial services, real estate and technology sectors. Our lawyers serve clients throughout the U.S. and internationally from financial centers including New York, London, Tokyo and Shanghai. We work in multidisciplinary teams that allow us to anticipate trends and offer a 360-degree industry perspective—enabling clients to take fuller advantage of opportunities and better mitigate risk.

The 2008 *Corporate Counsel* survey of Fortune 500 companies named Pillsbury a “Go-To Firm” in six practice areas—litigation, corporate transactions, IP, labor and employment, securities, and international law. Pillsbury ranks 7th nationwide for overall diversity in the 2008 *Vault Guide to the Top 100 Law Firms*, and was also named to *Working Mother* magazine’s 100 Best Companies in 2006 and 2007.

To learn more about Pillsbury Global Sourcing and our services, please visit:

www.pillsburylaw.com/globalsourcing

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Representative Engagements

Information Technology Outsourcing

- Negotiated a \$5.6 billion IT outsourcing on behalf of a Fortune 50 financial services company to purchase technology services on an innovative “pay-as-you-go” plan, allowing our client to pay for services on demand, rather than a fixed amount up front.
- Consulted the world’s third-largest retail grocery group on a global IT sourcing involving multiple operating companies and suppliers. Worked through the full lifecycle from strategy development to negotiation of four separate transactions with a combined value of approximately \$650 million.

In 2007, we completed the world’s largest global AD/M outsourcing to date and the designing of an innovative new IT infrastructure delivery optimization strategy for one of the world’s largest conglomerates.

Technology Licensing and Systems Integration

- For a \$35 billion leading technology company, facilitated a product-demand forecast and negotiated a unique unlimited-use enterprise software license covering all projected needs for a five-year period. The client anticipated saving more than \$60 million over five years from improved discounts, maintenance fee terms and service arrangements.
- Arranged for the customization of supply chain software for a major U.S. grocery chain. The software became the cornerstone of our client’s IT infrastructure, supporting their business process re-engineering.

Comprehensive, Multi-Domain Business Transformations

- Represented one of the largest combination natural gas and electric utilities in the U.S. in a comprehensive business transformation designed to radically improve all aspects of our client’s operations, including electricity delivery and asset management, supply chain, customer care, and billing and IT infrastructure support.
- Advised one of the largest health insurance companies in the U.S. in a \$600 million transformation involving multiple business processes and information technologies, along with a large-scale systems development and integration project.

Business Process Outsourcing

Finance & Accounting

Negotiated a seven-year business process outsourcing worth approximately \$180 million for a global financial services corporation.

Human Resources

- On behalf of a pioneering HR outsourcing (HRO) company, completed a five-year, \$600 million agreement on global HR for one of largest energy corporations in the world, the largest-ever integrated HRO at that time.
- Negotiated and implemented a 10-year, £100 million HRO for a leading global pharmaceutical company in the U.S. and the UK.
- Represented one of the world’s largest software companies in a \$60 million deal to outsource global HR and recruiting services involving more than 15,000 employees across 30 countries.

Business Process Outsourcing (cont.)

Procurement

- Advised a global technology engineering and design company in a five-year global procurement outsourcing involving more than \$300 million of annual spend.
- Represented a \$38 billion bank in outsourcing procure-to-pay systems and processes covering more than \$400 million annually in indirect spending to reduce expenditures substantially and drive purchasing compliance throughout the bank.

Real Estate Services/Facilities Management

- On behalf of a \$37 billion diversified manufacturing company, negotiated and closed a five-year agreement for management of approximately 20 million square feet of facilities. The service provider committed to reducing annual operating costs by nearly 20 percent over three years while maintaining or improving services.
- Identified opportunities to reduce annual operating costs by \$5 million on 6.3 million square feet of manufacturing, office and warehousing space for a \$10 billion global manufacturing company.

Supply Chain & Logistics

- Guided the world's largest, private educational testing organization on a five-year, \$142 million outsourcing focused on end-to-end management and operational efficiency of a worldwide supply chain, including printing, warehousing, distribution, tracking, scoring and shipping of test materials.
- Crafted a first-of-its-kind logistics outsourcing for a major IT service company. This innovative arrangement enabled our client to shed millions of dollars in inventory and configuration costs, while purchasing \$2 billion in computer systems annually for resale.

Specialized Process Transactions

Benefits Administration

Architected a \$1 billion strategic sourcing partnership for the UK's largest manager of in-force life funds, a deal believed to be the largest life and pensions administration contract in this sector.

E-Commerce

On behalf of a leading electronic commerce company, negotiated and closed a \$50 million agreement as part of our client's multi-supplier applications development and maintenance. Our strategy saved time in negotiations, improved service delivery and introduced competition on a project-by-project basis that resulted in better pricing for the client.

Credit Card Processing

Advised a global financial services conglomerate with a large-scale transaction whereby the vendor would provide credit card processing services to the client's merchant customers. This client provides credit card processing services for more than 80 million cardholder accounts in more than 30 countries.

Data Processing

Assisted one of the world's largest financial groups and seven other entities in Puerto Rico in outsourcing their data processing, data telecommunications, systems development and operations, minicomputer, microcomputer and ATM support services, as well as other IT services.

Reservation Systems

Counseled Canada's largest airline in a seven-year strategic partnership to enable our client's IT functions and develop leading-edge travel industry solutions to be marketed to other companies. Projected savings for our client were approximately \$200 million over the term of the contract.

