



pillsbury

# Global Sourcing & Technology Transactions

Better Design. Better Decisions. Better Results.



# Better Design. Better Decisions. *Better Results.*

Creating value isn't easy. Creating value through strategic outsourcing is no exception. Whether the scope is regional or global, there is no single deal structure, delivery model or sourcing process that works in every situation. Pillsbury's Global Sourcing & Technology Transactions team tailors its approach to fit your business' unique circumstances and goals.

We help our clients leverage the marketplace by focusing from the start on delivery and sourcing solutions that create better transaction design, better decision support and—most importantly—better results.

OUR CLIENTS SAY IT BEST

*“Really expert in this area. Their turnaround time is extraordinary and they will do whatever it takes to meet our needs.”*

Source: Chambers USA

Among the most experienced advisory firms in the world, Pillsbury's Global Sourcing & Technology Transactions team has architected more than 1000 strategic outsourcing and technology transactions worth more than half a trillion dollars.

### **Better Transaction Design**

Our approach is to begin with the end in mind. We help our clients architect effective operating models that clearly allocate responsibilities among the client and its suppliers. This ensures that the supplier relationships and the supporting transactions fit within the client's overall strategy. Then, based on the client's goals, constraints and risk tolerance, we design performance criteria and pricing metrics that transfer the appropriate delivery responsibility and pricing risk to the supplier.

### **Better Decision Support**

Selecting the right supplier is at the heart of a successful outsourcing relationship. Pillsbury helps clients think through their objectives and constraints, and then describes their requirements in a way that lets suppliers propose tailored solutions rather than menus of options—giving our clients the information they need to choose the right solution from the right supplier.

### **Better Results**

Nobody likes surprises—during the deal or after. From strategy formulation to RFP to negotiations, our integrated team of consultants and lawyers delivers a seamless sourcing solution that eliminates failed hand-offs between advisors and unnecessary document rework, while minimizing the risk of misaligned expectations between the client and its suppliers. As we document each deal, we ensure that the client's delivery strategy, performance and business terms, and the selected supplier solution are properly captured in commercial terms that are transparent, informative and enforceable. Our work product is designed to work beyond the initial transition, to anticipate and address changing circumstances, and to enable clients and suppliers to remain operationally aligned over the course of their relationship.

Pillsbury's team of experienced sourcing advisors and sourcing lawyers is unique in the industry. Clients recognize the difference. We streamline the entire sourcing process, eliminating rework, hand-offs, and "surprises" uncovered during contract negotiations, putting our clients in value-creating deals faster, while giving them the knowledge and capability to realize their business objectives.

## Our Services

From delivery strategy to day-to-day execution, we provide informed advice covering:

### Design

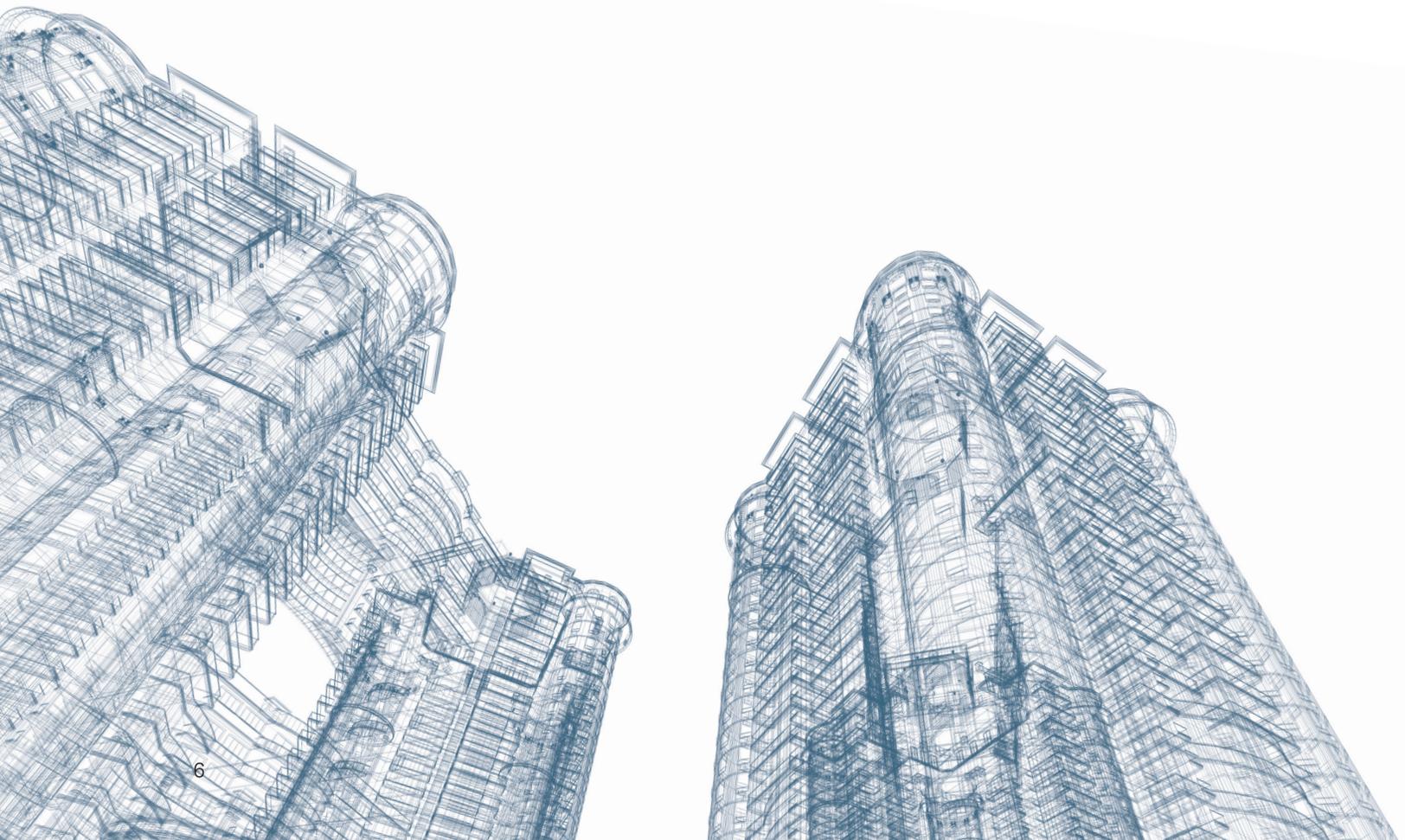
- Delivery architecture
- Sourcing strategy

### Build

- Solution requirements and RFP generation
- Supplier evaluation and selection
- Business case development and analysis
- Due diligence support
- Negotiations and contracting
- Retained organization development
- Transition support

### Run

- Training in outsourcing best practices
- Supplier charges and performance reviews
- Mergers, acquisitions and spin-offs
- Renewal and renegotiation



## Our Tools

The Global Sourcing & Technology Transactions team employs a suite of unique—even patented—tools that leverages our industry-leading experience to deliver real value to our clients. Our key tools include:

**CostMarking**, our methodology for finding savings in a supplier's proposed pricing. CostMarking:

- Breaks down the cost components of a service
- Uses market-based pricing of the components of the service to determine the real “cost” of the service
- Allows for suppliers' overhead and margin and yields a ballpark price target that is hard for service suppliers to refute
- Is more effective than benchmarking, which often results in bad deals being compared to bad proposals
- Assists in renegotiations, in which service suppliers often try to price exceptionally high profit margins into the out-years of a deal

**ValueChain**, our patented “visual contracting” tool for producing contract-ready RFPs. Patented by Pillsbury's Global Sourcing & Technology Transactions practice in 2007, ValueChain's unique design provides “summarized detail”—capturing a client's entire operational delivery model on as little as a single page while at the same time documenting the scope of the transaction(s) at a contractual level of detail. ValueChain enables the client to see how its entire delivery solution will work together and enables clients to maximize the benefits of multi-sourced solutions.

By providing increased visibility and transparency, ValueChain also contributes to reducing disagreement and dispute between outsourcing customers and single or multiple suppliers over the contractually specified scope of work.

**KnowledgeBank**, our proprietary database built upon 30+ years of transaction experience covering more than 1,000 deals. KnowledgeBank provides our advisors access in the field to our entire collective experience and resources:

- Background information on each transaction
- Actual, final transaction documents
- Detailed discussion threads that capture 30+ years of problem solving among Pillsbury professionals

## Our People

Pillsbury's Global Sourcing & Technology Transactions practice is among the most experienced advisory practices, fielding a unique-in-the-industry team that includes both consultants and lawyers who are highly experienced, senior-level resources with the appropriate depth and breadth of skill sets needed to address the full range of strategic, business, financial, technical and contractual challenges.

Creativity and innovation, as evidenced by both our history of groundbreaking transactions and our patented tools, are the core of our team. We are consistently out in front with our clients as they push the marketplace to deliver better and more efficient solutions.

Clients and industry groups have recognized our team and our firm:

### World's Best Outsourcing Advisors

The International Association of Outsourcing Professionals (IAOP) consistently includes Pillsbury in its annual Global Outsourcing 100 list as one of the world's best outsourcing service providers and advisors.

### Chambers Rankings

Practice lawyers ranked among the best globally in the area of outsourcing.

### European Outsourcing Association MultiSourcing Award

The practice was honored with an EOA award for the Best MultiSourcing Project of the Year for a project that streamlined a client's global supplier base from 300 to 3.

OUR CLIENTS SAY IT BEST

*“I really appreciate that the lawyers have a business perspective on what we’re trying to do here.”*

Source: Chambers USA

Pillsbury's Global Sourcing & Technology Transactions team is consistently named among the "World's Best Outsourcing Advisors" by the International Association of Outsourcing Professionals, and in 2019 the firm was selected to its "Best of the World's Best Outsourcing Advisors" list.

## Comprehensive Domain and Industry Experience

### Domains

- Applications Development and Maintenance
- Business Process Outsourcing
- Cloud Computing
- Enterprise Software Licensing
- Facilities Management
- Infrastructure Outsourcing
- IT Outsourcing
- IT Service Integration
- Technology Acquisition and Licensing

### Industries

- Biotechnology and Pharmaceuticals
- Energy and Utilities
- Financial Services
- Health Care
- Manufacturing
- Public Sector
- Retail
- Technology

## Complimentary Services

**SourcingSpeak.com.** Our sourcing blog is a one-stop resource for procurement professionals, CIOs, CFOs, CEOs and legal departments that covers topics like cloud computing, contracting issues, cost optimization, legal developments and privacy and security.

**Sourcing Deal Tool Kit app.** The Tool Kit is an industry first, a smartphone app that provides calculators and reference materials useful during negotiations with sourcing vendors and for day-to-day management of ongoing deals.



## ABOUT OUR GLOBAL SOURCING & TECHNOLOGY TRANSACTIONS PRACTICE

The team advises buyers on all aspects of outsourcing and complex technology acquisitions. We have architected and negotiated deals worth over a half a trillion dollars on behalf of *Fortune* 500 clients.

Multinationals, mid-sized companies and startups across a range of industries rely on us for cost-effective advice and proven results.

## ABOUT PILLSBURY

Pillsbury Winthrop Shaw Pittman LLP is an international law firm with offices around the world, and a particular focus on the technology, energy & natural resources, financial services, real estate & construction, and travel & hospitality sectors. Recognized by legal research firm BTI as one of the top 20 firms for client service, Pillsbury and its lawyers are highly regarded for their forward-thinking approach, their enthusiasm for collaborating across disciplines and their unsurpassed commercial awareness.

To learn more, visit [pillsburylaw.com/global\\_sourcing](https://pillsburylaw.com/global_sourcing).

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