The best bidding method for your CRE sourcing initiative: A comparative analysis of popular competitive methods

Received (in revised form): 18th December, 2019

Kate Vitasek*

Faculty member, University of Tennessee, USA

Magnus Kuchler**

Partner, EY Advisory Services, Sweden

Kate Vitasek *is a faculty member for graduate and executive education at the University of Tennessee's Haslam College of Business Administration. Her award-winning research has been featured in six books including:* Vested Outsourcing: Five Rules That Will Transform Outsourcing *and* Vested: How P&G, McDonald's and Microsoft are Redefining Winning in Business Relationships*. Her most recent book,* Strategic Sourcing in the New Economy: Harnessing the Potential of Sourcing Business Models for Modern Procurement*, has been widely endorsed by some of the most progressive procurement leaders across the world.*

Magnus Kuchler *is a partner at EY Advisory Services based in Stockholm, Sweden, where he leads EY's outsourcing advisory practice and EY's global work as a University of Tennessee Vested Center of Excellence. Magnus has led 125 facilities outsourcing projects in over 60 countries. He is known for being a thought leader and pioneer for CRE outsourcing and was the first in Europe to pilot a request for partner process.*

*E-mail: kvitasek@utk.edu

**E-mail: Magnus.Kuchler@se.ey.com

Corporate Real Estate Journal
Vol. 9 No. 3, pp. 256–267
© Henry Stewart Publications,
2043–9148

Abstract

Every day hundreds of organisations conduct competitive bids to pick the best suppliers to meet their needs. Unfortunately, too many organisations are using the wrong competitive bidding tools for the wrong job. This often results in the selection of the wrong supplier or development of a contract that is not aligned with the organisation's objectives. Using the wrong competitive bidding method is like putting a square peg in a round hole; forcing a fit is myopic and inefficient. To further complicate things, newer, more collaborative approaches have emerged that tout the benefit of allowing buyers to gain insight and improved supplier innovation through more collaboration with suppliers during the bidding process. Today's corporate real estate (CRE) professionals should understand — and enthusiastically embrace — the entire suite of tools in the sourcing toolkit and carefully select the most appropriate competitive bidding method for their situation. This three-part paper provides a deep dive into competitive bidding practices and challenges CRE organisations and their sourcing counterparts face in their quest to ensure they are deploying sourcing best practices. Part 1 (this paper) provides an overview of each of the competitive bidding methods and outlines what each is and when it should be used. The paper answers the question, what is the right tool for your situation? Part 2 delves into research by the University of Tennessee on the use of collaborative bidding practices — especially the request for partner method. Finally, Part 3 provides a case study of how one CRE organisation successfully deployed a request for partner to shift from working with 20 suppliers to one strategic partner.

Keywords: facilities management, corporate real estate, competitive bidding methods, sourcing business models, procurement, outsourcing, bid process

INTRODUCTION

Organisations almost always consider procurement as a 'make versus buy' decision. This is especially true as organisations explore outsourcing. Unfortunately, many CRE professionals falsely assume if they 'buy', they should use competitive 'market' forces to ensure they will get the best deal. In doing so, the default approach is to use a transaction-based model using conventional 'buying' tactics to leverage volumes and compete suppliers against each other to get the best price.

A transaction-based model works well for simple transactions with abundant supply and low complexity where the 'market' can correct itself. The logic is it that is easy to rebid the work if a supplier does not perform. Unfortunately, simple transaction-based models do not enable value beyond price cuts, as only a price according to specification is requested. And as the specification needs to be fairly narrow, even cost cuts are limited in the long run.

As the CRE profession evolves, organisations are starting to challenge conventional transactional 'buy' approaches. First, some organisations now have CRE and procurement functions reporting to the same management team. This has led to a trend with to shift to more sophisticated sourcing models such as performance-based and Vested outsourcing agreements as confidence with larger scale and more integrated outsourcing grows.[1] In addition, the consolidation of service providers now allows for broader geographical coverage and an ever-expanding scope of integrated services being offered. Combined, these factors create the opportunity for CRE professionals to achieve value beyond cost savings, such as innovation, flexibility and sustainability goals.

Unfortunately, many organisations fail to achieve the potential value of a more strategic approach because their competitive bidding methods aim at establishing commodity price benchmarks and not seek a supplier with the best value or optimal solution.

Oliver E. Williamson — professor of economics at the University of California, Berkeley — received the Nobel Prize for his work in 2009 on transaction cost economics, which tries to explain why organisations fall short when shifting to more strategic supplier relationships. One of Williamson's key lessons is that organisations should view sourcing as a continuum rather than a simple market-based make versus buy decision.

Perhaps the best way to think of Williamson's work is to consider free-market forces on one side and what Williamson calls 'corporate hierarchies' on the other (see Figure 1).[2]

In the middle, Williamson advocated that organisations should use a 'hybrid' approach for complex contracts. The book *Strategic Sourcing in the New Economy: Harnessing the Potential of Sourcing Business Models in Modern Procurement*[3] links seven Sourcing Business Models that fall into the three categories along Oliver Williamson's sourcing continuum (see Figure 2).

RFXS IN CONTEXT

Today, organisations are turning to more collaborative types of approaches designed to help buyers and suppliers evaluate 'solutions' — not just a supplier's price bid for a standard commodity or service specification. These more collaborative techniques are essential when an organisation strategically moves to more value-based sourcing business models.

Figure 1 A continuum of sourcing solutions
Source: *Strategic Sourcing in the New Economy*

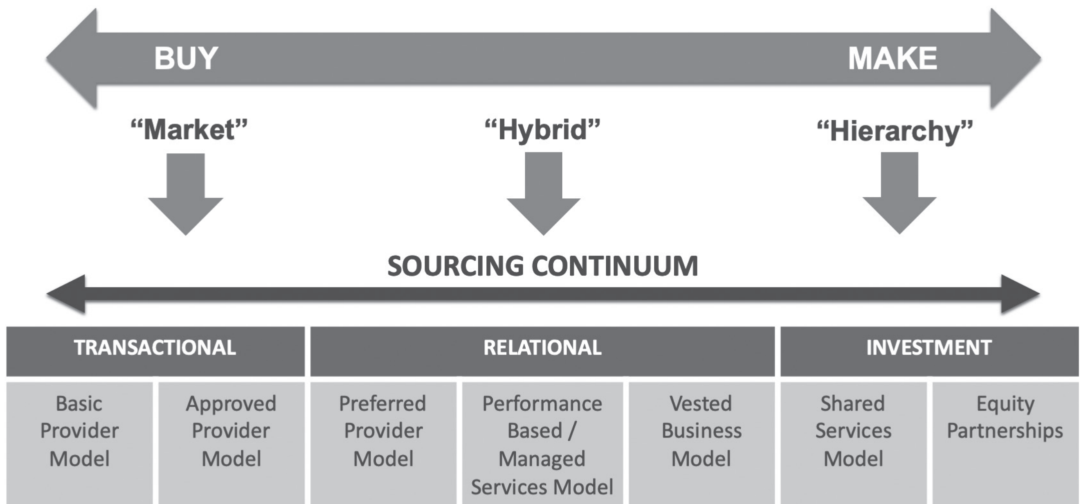


Figure 2 Sourcing business models on the sourcing continuum
Source: *Strategic Sourcing in the New Economy*

There is a shift occurring in strategic sourcing to more strategic, performance-based and 'Vested' outcome-based supplier solutions. This has resulted in organisations needing to use more sophisticated and collaborative 'request for X' (RFx) approaches that seek 'solutions', 'strategic partnerships' or 'alliances'.

Unfortunately, many practitioners get confused on when to use each RFx method. We suggest thinking of the various competitive bidding methods along the sourcing continuum: very basic sourcing initiatives use RFx methods that require little effort, time and stakeholder involvement, while highly complex or strategic sourcing initiatives demand more sophisticated approaches. Figure 3 maps the most common RFx methods along a continuum. Organisations should consider the direct correlation with the effort involved and their desire to shift to more strategic sourcing business models with a goal of creating value and driving a competitive advantage through supplier collaboration and innovation.

FACTORS TO CONSIDER IN A COMPETITIVE BID

While the procurement cycle does not start with the RFx/solicitation, virtually all strategic sourcing processes include a

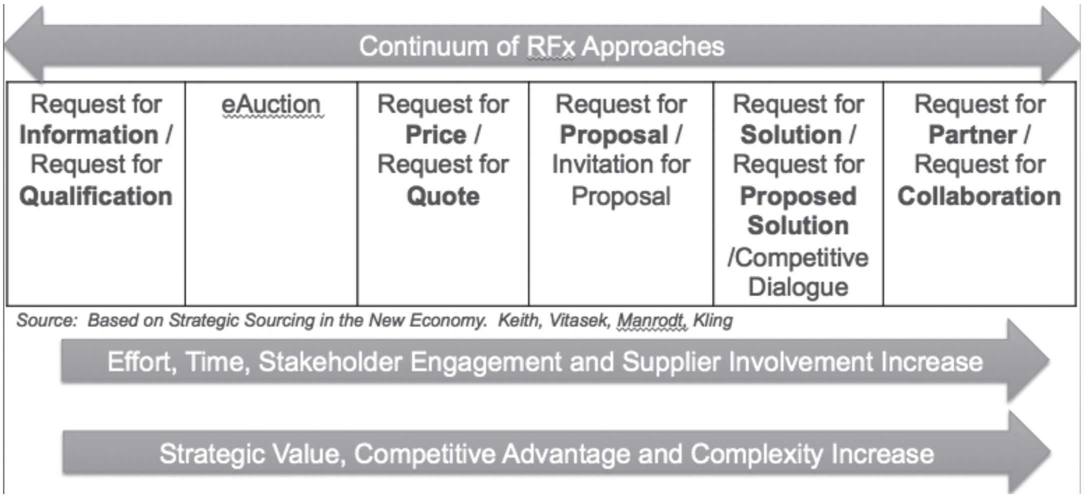


Figure 3 Continuum of RFx approaches
Source: 'Unpacking Competitive Bidding'[4]

competitive bidding step. First, the organisation should determine the most appropriate solicitation process to use. Buyers have a range of competitive bidding options and it is important to align the appropriate method with your sourcing situation. When dealing with a complex situation, a set of RFx methods are commonly needed.

Another factor to consider is how frequently the spend category is bid out. As a general rule, a spend category is bid out less frequently as the organisation moves along the sourcing continuum to more sophisticated sourcing business models. This makes sense because it takes more time and diligence to conduct a solicitation for a more complex and higher-risk spend category.

A third factor is to decide what to emphasise in the solicitation. For example, will a company seek lowest price or best value for the sourcing decision? Will it seek to buy transactions, buy supplier outputs or buy broader achievement of business outcomes? Perhaps it is looking to shift risk and wants a performance-based agreement? A solicitation must align with the sourcing business model in place; if not, there is the risk of creating a sourcing business model mismatch.

The last factors a buyer should consider are the level of effort and how long the process should take. For example, how much detail is needed from suppliers to feel comfortable making a final decision? This factor also includes identifying the most appropriate internal resources that must be involved in the preparation and review process. Highly complex relational sourcing business model solicitations can take up to six months and involve a dozen or more people. Think of a large FM outsourcing initiative, such as the Swedish telecom Telia's deal with Veolia, which covers thousands of maintenance sites.

OVERVIEW OF RFX METHODS

A key part of selecting the appropriate RFx approach is understanding the types of RFx methods.

Every type of RFx is a solicitation from a potential supplier. The supplier's response may be for a 'price', a 'proposal', a 'solution' or some other offering in response to the company's business requirements and specifications. The objectives of each RFx type should align with the sourcing business model's continuum (see Figure 3). Starting with market driven business models such as basic provider or approved provider, the objective of the bid process is to get a price. While economics is still an important consideration in the balance of all of the sourcing business models, as one advances on the continuum, the emphasis changes to include other objectives, such as integration into the buyer's business process to gain efficiencies and continuous improvements. As the buyer and the potential supplier seek to find a mutual value from their engagement, the solicitation changes to include strategic objectives and innovation for both parties and seeks a collaborative business relationship.

An important dimension in embarking on a strategic sourcing journey is to 'know what you want'. In the beginning of a process it must be clear what the intentions from the buyer are, and that the intentions stay intact throughout the sourcing process and the prolongation of the future agreement. For example: company A issues an RFI to the global real estate and facilities management market describing their intentions to find and form a strategic partnership; however, when supplier B is in final negotiations company A acts and behaves as if they are looking for a request for price.

TYPES OF RFX METHODS

There are six primary RFx methods; often these methods have different names/terms. We use the term that is most popular, but also list alternative names used to describe the same or roughly similar concept.

Request for information (RFI; also called a request for qualification)

Used to obtain general information about products, services or suppliers. An RFI is sometimes used to gather benchmark information and general market data from the marketplace. Buyers rarely if ever pick a supplier based on RFI information; rather they use the information to help them further refine the RFx approach. Thus, an RFI typically precedes other RFx processes and often is used to help a buyer to list the number of potential suppliers it will evaluate. An RFI can be used with any of the RFx processes, but it is almost always used with a request for proposed solution and a request for partner process.

Note that an RFI is not binding for either buyer or supplier. RFIs range from simple requests aimed at gathering market intelligence to more comprehensive requests asking suppliers to answer detailed questions about their qualifications. Organisations seeking to understand supplier qualifications from an RFI will often use it to down-select suppliers to a smaller list that will be asked to move to a more comprehensive stage of the competitive bidding process.

Often RFI information is used in developing a sourcing strategy, building a supplier database for future needs, or in preparing the buyer with the needed information to create a more formal RFx step. In many cases, organisations use an RFI to down-select a long list of potential suppliers to a smaller number of potential suppliers they would like to work with.

For example, when the State of Tennessee wanted to expand its FM outsourcing efforts across the state, it used an RFI to get more information about suppliers' capabilities in different services/geographies in state. For example, could a supplier perform janitorial, ground maintenance and hard service maintenance operations in east, middle and western Tennessee? And did the supplier have experience in higher education, office, parks and prison environments or just an office environment? The RFI helped the State of Tennessee realise there were enough suppliers that could support all of their FM needs, they could then set their strategy for a sole source supplier statewide.

There is no rule of thumb for how frequently an RFI should be conducted. Rather, the frequency should be coordinated with issuing a more formal competitive bidding process such as an RFPrice, RFProposal, RFSolution or RFPartner process.

Electronic auction (e-auction)

An online, price-centric auction where purchasers specify what they are interested in buying and prospective suppliers respond by entering competing bids. Suppliers often are pre-qualified to participate in an e-auction. There are various types of e-auctions, including a *reverse auction* where a single buyer uses a fixed-duration bidding event in which multiple prequalified and invited suppliers compete for business. Potential suppliers review the requirements, choose to bid and enter their selling price(s) and other qualifying criteria as requested. Suppliers' prices are visible to other competitive bidders, often resulting in successively lower prices. A seller-driven e-auction is an electronic online auction where suppliers post items for sale and buyers bid on the items.

The purpose of an e-auction is typically to get the best price for the good/service that is specified in the e-auction. E-auctions are most appropriate for goods/services generic in nature such as high-volume consumables which have very clear specifications where there are multiple suppliers in the marketplace with similar if not identical offerings.

A good example of a company using an e-auction was a global supplier of dining, catering and janitorial services. The company bought millions of dollars of some very standard consumables such as cleaning supplies. The company's procurement department aggregated volumes across each region and conducted an e-auction for several of its high volume/standardised consumables.

While e-auctions sounds like a great approach, the approach falls short for larger or more complex deals. For example, a large manufacturing company set up an e-auction for all FM services across its European footprint. The goal was to end up with maximum two suppliers for the entire scope and get the best price. The results were disappointing. While there were small movements on price among all suppliers, the only suppliers where the e-auction drove down prices substantially were new suppliers the buying company was not already working with. The buyer ultimately decided to select two of the incumbent suppliers and shift to traditional negotiations. This company has not used an e-auction as a tool for the FM category again.

Request for price (also referred to as a request for quote)

A request for price method is ideal for transactional business models where a company is buying a standardized part or service and it can obtain price offers for a specified product or service. Based on a company's jurisdiction, the law may or may not treat a quotation as a binding offer.

A request for price is similar to an e-auction in that the buyer must clearly define its requirements so there is no ambiguity for the supplier. Goods/services must be standardised in nature to allow for an 'apples-to-apples' comparison. The beauty of a request for price lies in the simplicity because transactional models work best when significant numbers of capable sources provide market competition to keep prices low.

A request for price can also be used in conjunction with other RFX methods. For example, a request for price is sometimes used before issuing a more comprehensive request for proposal to determine general price ranges and help a buyer down-select potential suppliers who are in a competitive and realistic price range.

A good example of using a request for price with another RFX method is a large energy company that used request for price as part of a down-select process for an IFM contract for over 50 sites. The buyer specified detailed information about a variety of services in a variety of locations and asked each supplier to fill in their price in the matrix. The compiled data allowed the buyer to identify outliers in prices — both upwards and downwards. The buyer shared the pricing benchmarks with each supplier participating in the bid (being careful to not share competitive information or company names) asking why the prices were out of alignment with the market and giving each supplier an opportunity to make any adjustments before doing a down-select. Two of the suppliers were selected for final negotiations for every service at all sites which included discussions not only on prices, but also on value added services and contract terms.

Request for proposal (also called an invitation for proposal [IFP])

Used to obtain pricing as well as detailed descriptions of services, methodologies, programme management, cost and other support provided by the supplier. In the public sector, the request for proposal most closely aligns with a formal term in the public sector known as a request for tender (RFT).

Requests for proposals are the most common type of competitive bidding method companies use for CRE deals. A request for proposal is often a follow-up to an earlier RFI. The bid process — often called 'going out to tender' — involves a formal, structured process where suppliers are invited to develop a proposal to a formal tender. Unlike an e-auction or a request for price, a request for proposal allows suppliers to define some of the 'how'. As part of the bid process, suppliers are asked a variety of questions in addition to providing a price. For example, a pharmaceutical company seeking sophisticated facilities management services for its clean rooms may ask a supplier to outline its processes for quality control and the supplier selection criteria will evaluate the suppliers on their approach.

Request for proposal processes often include multiple steps or 'rounds'. The goal is to create a 'short list' of pre-qualified suppliers. Typically, buyers follow a detailed pre-qualification process to 'short list' the suppliers who are formally invited to submit a proposal. Short listing can be done through the RFI process or as part of a multi-step RFP process where the number of suppliers is reduced in each round of the RFP based on screening criteria.

A good example of a request for proposal is a large consumer packaged goods (CGP) company seeking to find a supplier to help manage its real estate portfolio. The CPG company was not happy with their current provider and wanted to look beyond price to get a better feel for how other potential suppliers operated. After short-listing four suppliers on capabilities, the CPG company issued a formal RFP where suppliers could provide more details around specific questions and concerns the CPG company had. Following are five of the questions in that request for proposal.

- How does your organization ensure consistency of service throughout your geography?;
- Please describe your firm's strategic planning capabilities and provide a case study that highlights these services;
- How will you help predict space needs while account for space standards and varied occupancy workplace practices?;
- Explain how you will facilitate internal decision making?;
- Explain examples of how you have redesigned service delivery processes that have produced measurable quantitative and qualitative results?

In addition to the qualitative questions the suppliers were asked to quote a price for a fixed book of business in scope.

Organisations who use a request for proposal by nature are adding qualitative aspects to their bid process. For this reason, it is essential to transparently share supplier selection criteria and process with all suppliers.

Request for solution (RFS; also known as request for proposed solution)

A collaborative process in which a buying organisation has a dialogue with potential down-selected suppliers to collaborate to determine the best solution to meet the buyer's needs. A request for solution differs from a request for proposal because the buyer does not know the solution; rather it is asking suppliers to propose the most appropriate solution. The buyer gives limited direction on what the solution may be, and instead requests the suppliers involved to design a solution to meet business requirements. The European Commission's competitive dialogue process is one form of a collaborative request for solution.[5]

Under a request for solution, the buyer provides the background and data that shares the characteristics of its existing environment. A key part of the request for solution is to ask the supplier to propose a solution unique to solving the buyer's problems and get it to the desired future state. In short, buyers define the what, but not the how. Why focus on the what and not the how? The logic is simple. By asking suppliers for a solution, it encourages fresh thinking and supplier innovation. It also forces the buying organisation to realise that it is not the expert, the suppliers are.

A key benefit of a request for solution is that it allows buyers to work collaboratively with suppliers on more complex sourcing initiatives that may not have a single 'right' answer. It also challenges suppliers to come up with innovative solutions that can best meet a buyer's needs.

A request for solution process is best used when an organisation is seeking a supplier for larger, more complex sourcing initiatives where the buyer is not the expert and wants the supplier to find the best solution for their situation. By design a request for solution is collaborative in nature with a key difference of a request for solution from a request for proposal is the buyer openly engages the supplier to have a high degree of influence over the 'how' work is done.

As mentioned previously, the EU openly embraced more collaborative solutioning with suppliers when they updated their procurement policy to allow for a 'competitive dialogue' process. Likewise, the Canadian Government procurement laws now allow for a 'joint solutioning request for proposal' process where key stakeholders at the buying organisation host solutioning workshops with potentials suppliers to identify the optimal solution.

A request for solution process is typically longer and costs more money because it involves stakeholder participation in the solutioning workshops. It has, however, shown promise with driving better solutions for buyers — especially for large and complex outsourcing deals. The two biggest pieces of advice for running a request for solution are: 1) down-select the number of suppliers for actual solutioning so as to not waste suppliers time and costs; and, 2) develop a fair and transparent supplier evaluation process to help suppliers feel comfortable with the buyer's priorities.

Request for partner (also known as a request for collaboration or a request for mutual value solution)

A highly interactive and collaborative process used when a buyer is actively seeking not just a solution from a supplier but also compatibility across multiple providers' cultures, mindsets and willingness to engage in a collaborative relational contract. The key purpose for using a request for partner process is to select a supplier to create a highly collaborative environment where cultural fit and a win-win mindset are essential to managing a longer-term supplier relationship in a dynamic environment.[6]

A request for partner process incorporates the solutioning aspects found in a request for solution, but has two major differences. First, the solutioning part of the bid process formally incorporates the Vested 'rules' into the solutioning workshops. For example, the buyer and supplier co-create a formal shared vision and guiding principles for their potential partnership. They also identify mutually defined desired outcomes and guardrails that will lay the foundation for the relationship. A second key difference between a request for solution and request for partner process is the down-select process goes beyond assessing the suppliers on the solution alone and consciously incorporates cultural fit into the selection process. Cultural fit and compatibility are essential because of the long-term nature of Vested supplier relationships where the buyer and supplier have a great deal of co-dependency.

An excellent example of the request for partner process is Telia.[7] The Swedish telecommunications company and mobile network operator signed a facilities management and maintenance agreement covering 16,000 'tech sites' with Veolia, a French transnational service provider, in April 2017.

The process started with a six-week 'pre-study' that included a review of existing contracts and concluded with the Telia team completing a business model mapping exercise that pointed to a Vested business model as the most appropriate sourcing business model (see Figure 4).

Telia then did a request for qualification, which helped them down-select to five capable suppliers. Only capable suppliers could enter into the request for partner process.

A key goal of the request for partner process was to narrow the list of potential suppliers further through supplier site visits to assess supplier capabilities and contacts with one or more of the potential supplier's clients as references. Three suppliers were then asked to formally participate in highly collaborative stakeholder workshops where Telia and the potential suppliers would begin to co-create a future solution to take them from 'now' to 'next'. The collaborative sessions (held independently with each supplier) were designed to have a high degree of supplier interaction where the buyer and supplier develop

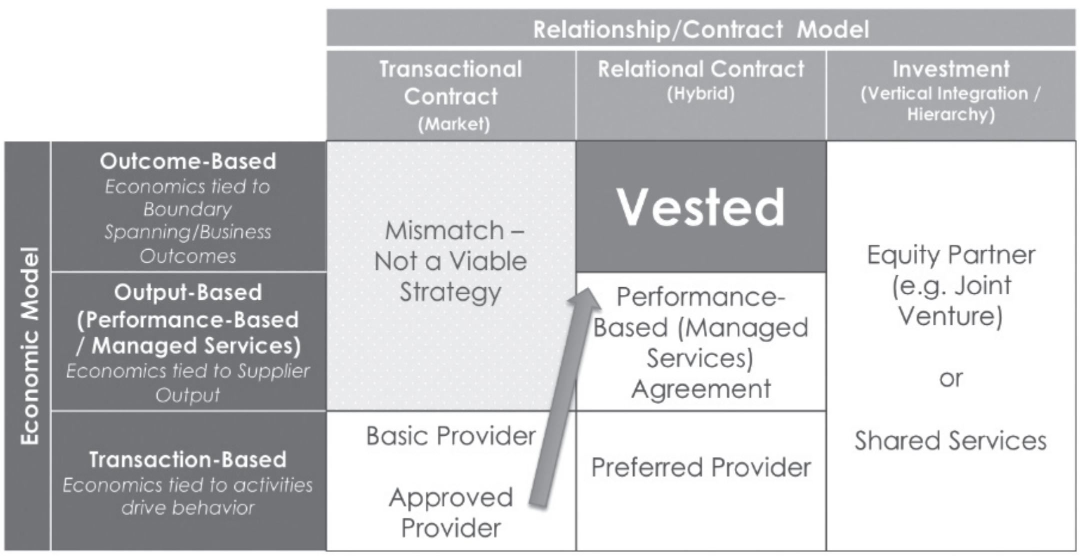


Figure 4 Telia business model map decision
Source: Telia case study

operational knowledge of each other's team and how well the parties work together.

A key part of the RFPartner workshops was for Telia and the potential partners to develop a high-level roadmap for transformation and to determine which supplier had the most optimal combination of solution and cultural fit for helping Telia transform how it maintained the 16,000+ tech sites. The RFPartner process is designed for the buyer to share their problems and to have the supplier develop a solution for how they will help the buying organisation transform to the desired future state. The RFPartner process culminated with Telia choosing one partner — Veolia — using Best Value supplier selection techniques, with a key part of the assessment being based on cultural fit with the potential partner.

After Veolia was selected, the parties turned to further refining the high-level solution developing during the bid process. The work created during the solutioning workshops was built on and finalised during the contracting phase using the University of Tennessee's Vested methodology (phase C, Vested process, noted in Figure 5). For example, the parties took the high-level Desired Outcomes developed in during the RFPartner and drilled down on the actual performance metrics the parties would use including creating formal definitions, calculations and reporting requirements into a formal performance management plan.

The entire process took one year from start to finish including the pre-study, bidding process, and contract development using the Vested methodology. *Part 2 of this paper will provide a detailed step-by-step overview of the request for partner process. Then Part 3 will go into more detail of how Telia applied a request for partner process.*

HIGH LEVEL COMPARISON OF RFX APPROACHES

Earlier in the paper we shared Figure 3, which showed how each type of RFx changes

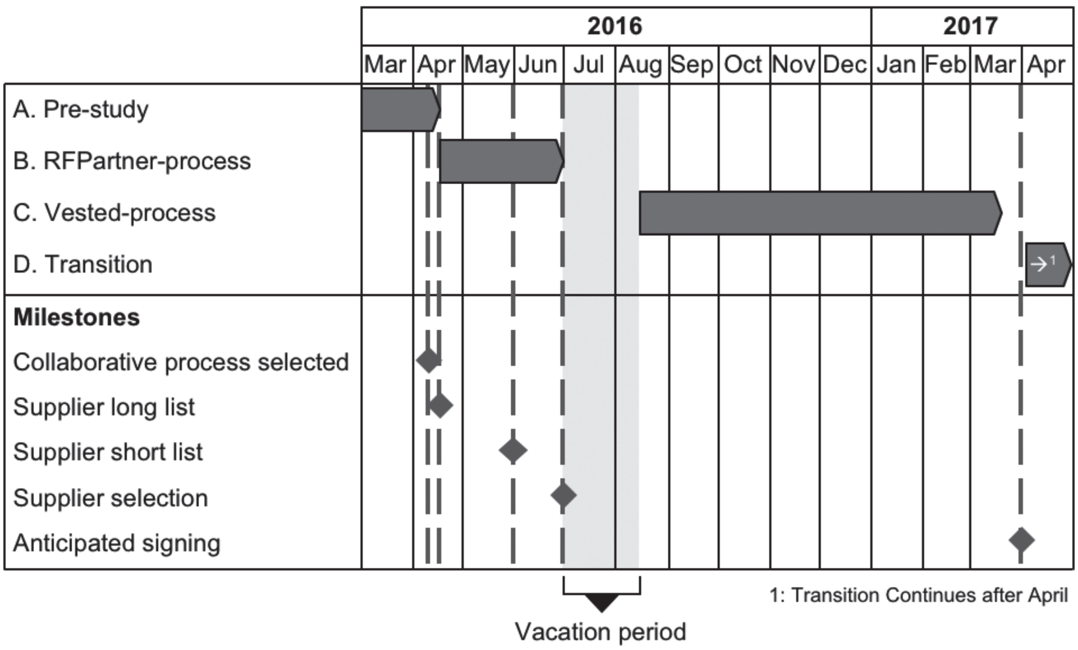


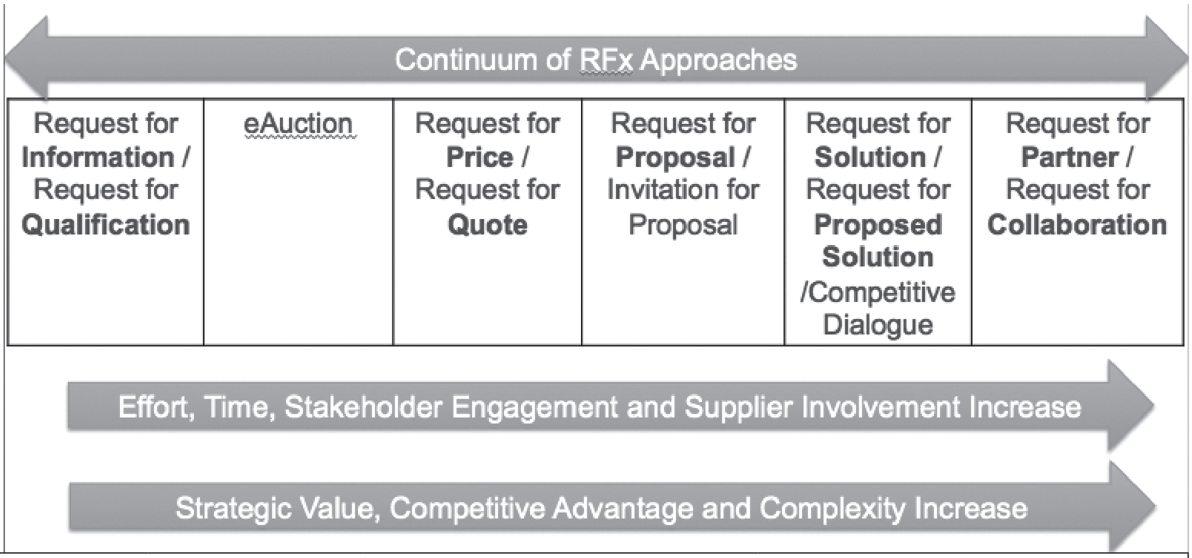
Figure 5 Telia project plan
Source: Telia case study
Note: July/August timeframe accommodated for European vacations

across several dimensions — including level of effort, stakeholder involvement, supplier involvement, and time. Figure 6 expands on this graphic by including a simple decision matrix on when to use each of the RFx approaches.

CONCLUSION

Major competitive bid events – while necessary – are time-consuming, expensive and distracting. As a response, organisations and software companies have invested millions of dollars perfecting the art and science of the highly competitive bid. While these automated tools expedite the bid cycle, the benefits are also a curse. Why? The transaction-based approach drives commoditisation of CRE services. Extreme commoditisation has been good for driving supplier prices down. On the flip side, however, the curse is conflict between getting the best financial 'deal' versus getting the best 'partnership'. Procurement teams tend to focus on run rate savings as opposed to value that seeks a blend of service quality, reducing risk profile, and financial improvement.

This paper raises the awareness that CRE professionals should recognise the various



Decision factors						
Frequency	Pre-cursor to other methods	0–3 month	0–12 months	1–3 years	3–5 years	Rarely; long term partnership
Emphasis		Price	Price	Best Value	Best Value Solution	Best value solution and cultural fit
Complexity		None	Low	Low–Med	Med-High	High
Typical timeframe		Instant to 4 weeks depending on technology/ process	2 weeks–4 months	3 months to 8 months	6–12 months	8 –12 months

Figure 6 Comparison of RFx approaches
Source: 'Unpacking Request for Partner (2nd edition)'[8]

types of competitive bid methods and seek to use the most appropriate method for their situation. The tried and true request for proposal and bidding methods have served the CRE profession well for decades. But as CRE organisations mature and turn to performance-based and Vested sourcing business models to unlock value in terms of efficiencies and innovation, approaches to competitive bidding also need to mature.

We challenge CRE organisations to lean into more collaborative bidding methods specifically designed to address the need for today's more complex, global and integrated sourcing initiatives where cultural fit with a more strategic supplier is essential.

Many CRE and procurement professionals may argue that more collaborative approaches add time and costs to the process. Our experience is that while the 'bid' process may be shorter in a request for proposal, when you factor in the time to getting the contract negotiated and signed the time is similar if not identical to more collaborative approaches.

The bottom line? The more collaborative request for solution and request for partner processes offer a promising approach to enable buyers to tap into the creativity and innovation of potential suppliers while still allowing for a competitive environment. These collaborative approaches allow suppliers to create authentic solutions purpose-built for adding value and driving innovation for buyers.

As the CRE business environment evolves, it is imperative that CRE professionals also evolve.

References

(1) For related papers, see Vitasek, K. and Fenn, I. (2018), 'Choosing the right sourcing model for CRE outsourcing agreements', *Corporate Real Estate Journal*, Vol. 7, No. 3; and Vitasek, K. and Fenn, I. (2017), 'Vested outsourcing in corporate real estate and facilities management', *Corporate Real Estate Journal*, Vol. 6, No. 4.

(2) See Williamson, O. E. (1979), 'Transaction-Cost Economics: The Governance of Contractual Relations', *Journal of Law & Economics*, Vol. 22, No. 2, pp. 233–261; and Williamson, O. E. (April 2008), 'Outsourcing: Transaction Cost Management and Supply Chain Management', *Journal of Supply Chain Management*, Vol. 44, No 2.

(3) Keith, B., Vitasek, K., Manrodt, K. and Kling, J. (2016), *Strategic Sourcing in the New Economy: Harnessing the Potential of Sourcing Business Models for Modern Procurement*, Palgrave Macmillan, New York.

(4) 'Unpacking Competitive Bidding Methods', a University of Tennessee white paper, available at https://www.vestedway.com/wp-content/uploads/2017/03/UNPACKING-Competitive-Bidding-Feb-24-2017.pdf (accessed 16th January, 2020).

(5) European Commission, 'Directorate General Internal Market and Services, Public Procurement Policy, 'Explanatory Note – Competitive Dialogue – Classic Directive', available at https://ec.europa.eu/docsroom/documents/15473/attachments/1/translations/ (accessed 20th December, 2019).

(6) See the Vested books *Vested Outsourcing: Five Rules That Will Transform Outsourcing; Vested: How P&G, McDonald's and Microsoft are Redefining Winning in Business Relationships* and *Getting to We: Negotiating Agreements for Highly Collaborative Relationships*.

(7) See Vitasek, K. and DiBenedetto, W. (2018), 'Telia and Veolia: From Supplier to Strategic Partner', University of Tennessee Vested Case Study, available at https://www.vestedway.com/vested-library/ (accessed 20th December, 2019).

(8) 'Unpacking Request for Partner (2nd edition)', a University of Tennessee white paper, available at https://www.vestedway.com/wp-content/uploads/2019/08/Unpacking-RFPartner-Second-Edition-July_10_2019.pdf (accessed 16th January, 2020).