# HOW TO BEGIN GROWING YOUR CONTINGENT WORKFORCE PROGRAM BEYOND CURRENT BORDERS

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**IQNavigator**
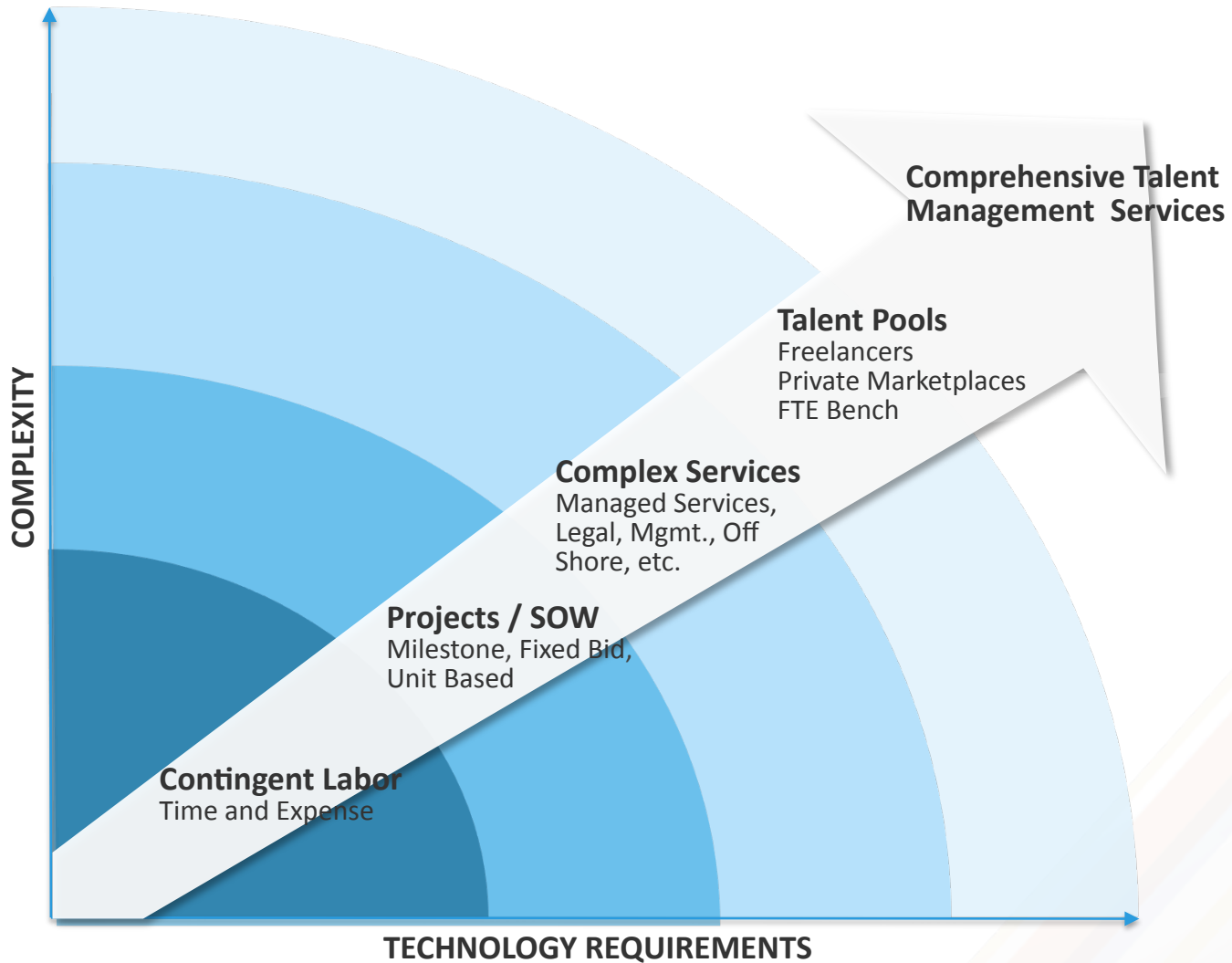
*Kieran Brady, Co-Founder IQNavigator & EVP Global Markets*

» **Introduction**

» **Where Is The Market Going**

- A Look Into Current Trends

» **A Serious Look at Maturity**

- Know Where You Are

» **Choose a Path to Success**

- Know Where You're Going
- Know How to Get There

» **Follow Others That Have Been There**

» **Get Road Show Ready**

- Start with WHY – The Foundation of the Business Case
- Get to WHO – The Criticality of Sponsorship
- Define the WHAT – The Discipline of Process

# WHERE THE MARKET IS GOING

*Continuous Maturation, Always Expanding*



COMPLEXITY

**Comprehensive Talent Management Services**

**Talent Pools**
Freelancers
Private Marketplaces
FTE Bench

**Complex Services**
Managed Services, Legal, Mgmt., Off Shore, etc.

**Projects / SOW**
Milestone, Fixed Bid, Unit Based

**Contingent Labor**
Time and Expense

**TECHNOLOGY REQUIREMENTS**

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» **What is the current complexity level of your CWM program?**

- **Low** - Contingent Labor only

- **Medium** – We do Project too

- **High** – Complex Services are a no brainer

- **Off the Charts** – We do it all!

# Innovate

## A SERIOUS LOOK AT MATURITY

# MATURITY MODEL

## Mature

### Holistic Spend and Workforce Management Value Creation

- Optimized Strategy
- Best-in-Class Program
- Global Governance
- Enterprise-wide Scope
- Strategic Supplier Management
- Fully Integrated Solution

## Adopted

### Spend Management, Compliance and Increased Visibility

- Evolving Strategy
- Program Optimization
- Established Governance
- Expanded Scope
- Optimized Marketplace
- Expanded Automation and Functionality

## Emerging

### Visibility, Standardization and Cost Savings

- Tactical Focus
- Program Implemented
- Informal Governance
- Limited Program Scope
- Initial Supplier Marketplace
- Baseline Automation

# KNOW WHERE YOU ARE

*...to Get to Where You are Going*

» **WARNING:  AGE ≠ MATURITY**

» **Level of maturity differs by CATEGORY**

- Maturity in IT ≠ Maturity in SOW

» **Assess 6 key areas for competency, standardization and metrics**

1. Strategic Focus

2. Program Management

3. Governance

4. Program Scope

5. Supplier Management

6. Technology/VMS

# Elevate

## CHOOSE A PATH TO SUCCESS

# KNOW WHERE YOU ARE GOING

» **TOP 3 FACTORS**

1) Why does it make sense?

    Align with strategic initiatives

    Look to the business goals, C-suite, core competencies, M&A

2) Where's the pain?

    Identify greatest ROI (compliance, savings, risk, efficiency)

3) Who's ready?

    Find low-hanging fruit

    Determine expansion readiness

» **CONSIDERATIONS**

- Evaluate (candidly) your Corporate Culture
  › Distributed or centralized decisions? Attitude towards change? Acceptance of technology?

- Understand (realistically) your Stakeholder's Influence
  › Sponsor level and their ability to influence change (scope? magnitude?)

- Geographical reach or spend categories?

**Go Global or Go Home** **OR** **Land and Expand**

» **A widespread rollout for multiple regions and/or categories of spend**

» **When is it optimal?**
- High Level Stakeholder(s) administers global plan by gaining buy-in across dept/regions/owners

» **Why do you choose?**
- Need Big Bang results
- The cultural stars and stakeholders are aligned

» **A step-by-step approach undertaken for a single region or line of business**

» **When is it optimal?**
- One internal stakeholder who understands value of VMS

» **Why do you choose?**
- Need for speed
- Cultural implications indicate distributed decision-making
- "If I don't like it, I don't have to do it!"

» **Which approach do you feel will more quickly achieve adoption throughout your organization?**

- A) Land and Expand

- B) Go Global or Go Home

# START WITH WHY

*The Foundation of the Business Case*

» **The business case builds the story**

- You will always need to be selling

- A "Good Story" gets remembered, gets repeated and resonates
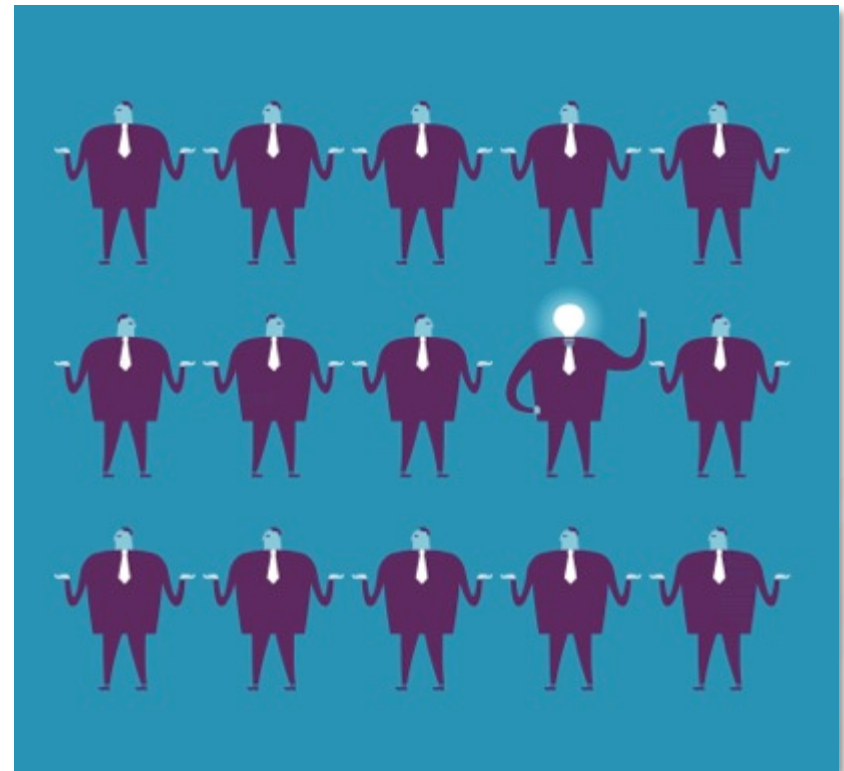
» **Know your audience**

- C-suite?

- Co-sponsors?

- Bus Unit Heads? Hiring Managers?

- HR? Procurement?

# GET TO WHO

*The Criticality of Sponsorship*

» **Mandates are not necessary, adoption is gold**

» **Find & nurture a strong, savvy and committed Sponsor**

» **Expand Stakeholders**

- Encourage "bridge building"

- Work across, up & down

» **Define Roles & Responsibilities early**

- Communication is everything

*The Discipline of Process*

» **Establish standards to promote adoption**

  ▪ Workflows, approval hierarchies, integrations, data transfers, hiring manager training, supplier on-boarding, invoicing, on & off-boarding

» **Distinguish between BIG RULES and LITTLE RULES**

  ▪ BIG – corporate-wide guidelines

  ▪ LITTLE – regions & categories

» **Go - live**

» **GOAL: Get to "wash, rinse, & repeat"**

» **How happy are you with your current processes for successfully implementing and adopting corporate wide guidelines?**

- **High**- We're on top of it.

- **Medium**- We have some in place…

- **Low**- Ack! We need these.

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# Transform

Q&A

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