GOBEYONDPROCUREMENT

DR. PASCAL EVERTZ

HOW TO CHOOSE THE BEST SUPPLIER

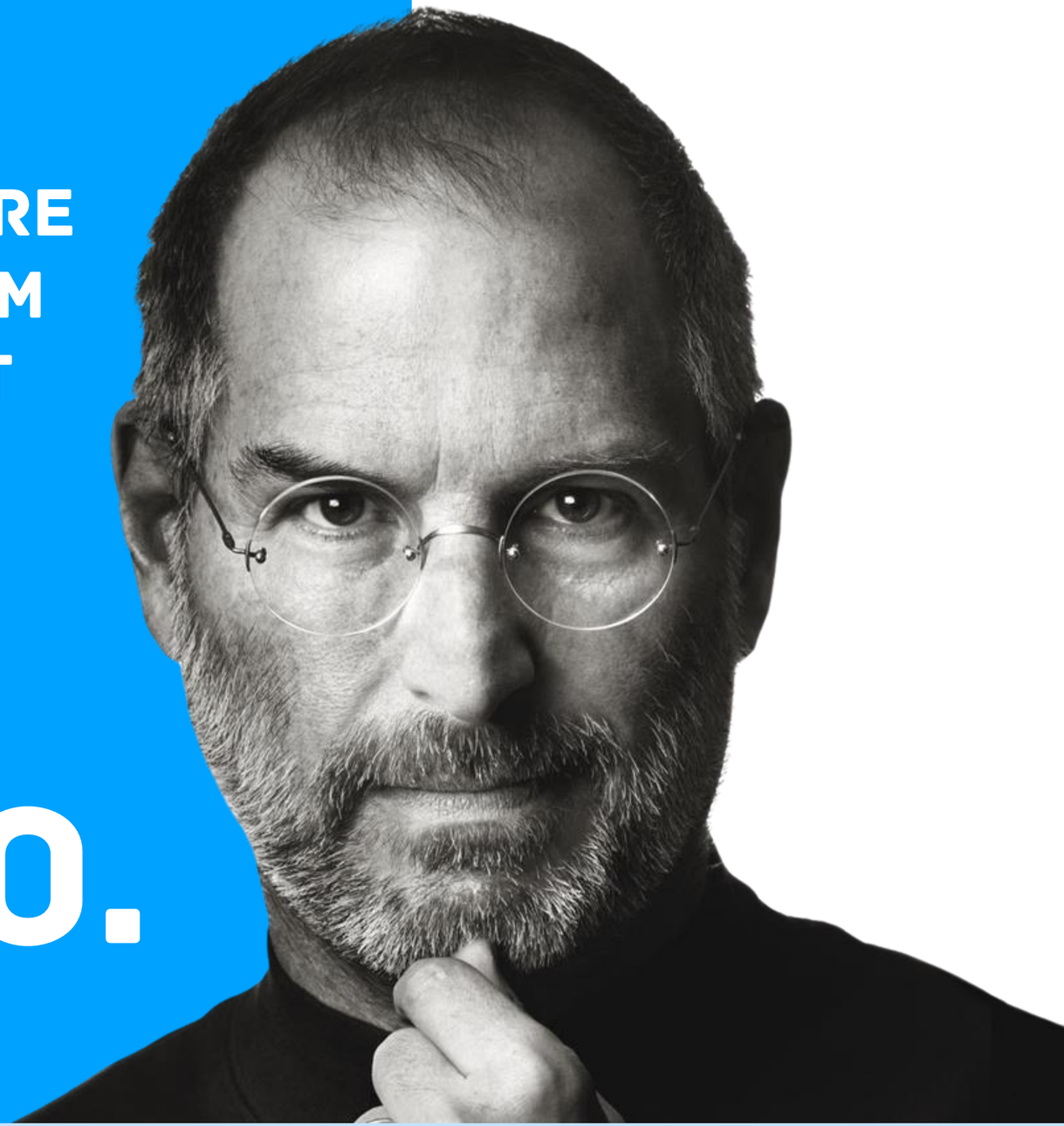
"Expert in the science of identifying, utilizing and automating human expertise"

QUESTION

WHO SHOULD HAVE MORE EXPERTISE (INTELLIGENCE) ABOUT DELIVERING THE SERVICE
THE CLIENT OR THE VENDOR?

IT DOESN'T MAKE SENSE TO HIRE SMART PEOPLE AND TELL THEM WHAT TO DO; WE HIRE SMART PEOPLE SO THEY CAN

TELL US WHAT TO DO.



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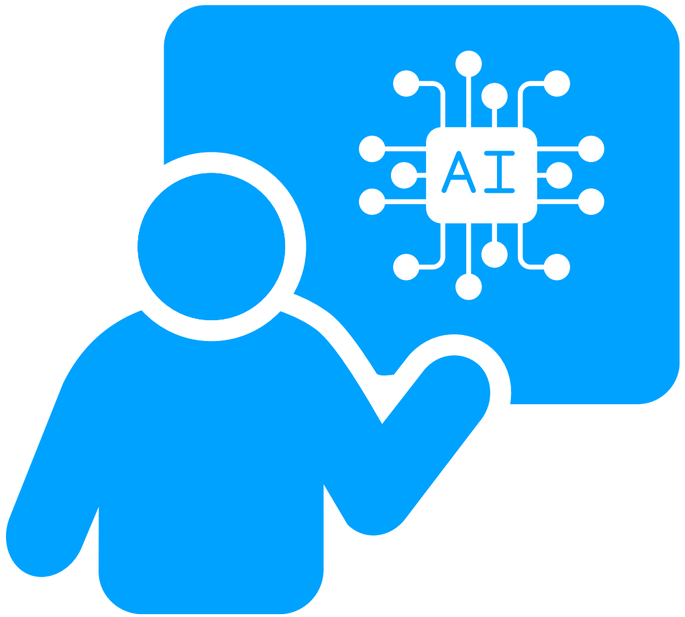


USE-CASES IN PROCUREMENT

“The science of identifying, utilizing and automating expertise”

GoBeyond
PROCUREMENT

BEST VALUE APPROACH AI – FOUR PHASES

PREPARATION

RFP development

Identification of project RFP using a Weekly Risk Report (WRR)

Education of stakeholders and vendors

SELECTION

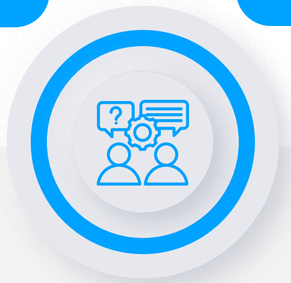
Selection based on expertise

Selection criteria:

- Scope/level of expertise
- Value added assessment
- Interview
- Price
- Risk mitigation (not rated)
- Milestone planning (not rated)

ALL VENDORS

REFERENCE CHECK



CLARIFICATION

BVA vendor clarification of their proposal

- Detailed schedule/nontechnical milestone
- Creation of the WRR to mitigate risk

Full technical review by client stakeholders and SMEs

Project management by BVA vendor

ONE VENDOR

CONTRACT AWARD

EXECUTION

Vendor tracks performance and mitigates risk using the WRR

PREPARATION PHASE

PREPARATION

Maximum budget

Pre-bid session

Identification of project RFP using a Weekly Risk Report (WRR)

Education of stakeholders and vendors

Create RFP document (Maximum budget, current situation, desired situation, scope, measurable and observable objectives (metrics), requirements)

Educate project team members/vendors about the BVA AI

Organize a pre-bid session in which all vendors are informed about the utilization of metrics and selecting their best team supported with references

CASE STUDY

WE ARE GOING TO PROCURE ...

USE-CASES IN PROCUREMENT

DEFINE MEASURABLE OBJECTIVES AND KEY RESULTS

AI can assist in defining **measurable and observable** project objectives and requirements

PROMPT: Generate a list of measurable and observable objectives for the procurement of a construction project.

- Ensure that each objective is specific, tied to key performance metrics, and directly observable during the project lifecycle.
- Focus on areas such as cost efficiency, timeline adherence, vendor compliance, and quality assurance.
- Additionally, include a table of max. 5 performance metrics, columns: column 1 #, Column 2 Description performance metrics, Column 3 Unit, Column 4 target value, no PDF or Excel needed.

HOUSING RENOVATION PROJECT

#	Description Scope / Requirements	Client Scope / Results	Vendor Scope / Performance metrics	Ref. nr.
1	# of projects	1		
2	Max. Leadtime design phase	6 months		
3	Max. Leadtime execution phase	24 months		
4	% projects on time	100%		
5	% cost overrun unforeseen	< 3%		
6	Quality (# delivery remaining points)	Max. 5		
7	Social Return on Investment (SROI)	2%		
8	Resident satisfaction (timely and frequent communication, minimal disruption, quality delivered, clear expectations and responsibilities.	8/10		
9	Average Client Satisfaction (?/10)	8/10		

DATACENTRE DECOMMISSIONING

#	Description Scope / Requirements	Client Scope / Results	Vendor Scope / Performance metrics	Ref. nr.
1	# of projects	1		
2	# devices	400		
3	# procedures	8		
4	% Data Centre Infrastructure Management (DCIM) accuracy	100%		
5	% Downtime	0%		
6	# leads of skills	18		
7	Average IT Community Population (# of stakeholders)	200		
8	Average Time Deviation (%)	0%		
9	Average Cost Deviation (%)	0%		
10	Average Client Satisfaction (?/10)	8/10		

LEGACY SOFTWARE REBUILD

Assignment description and results				
Definition	**Unit**	**Client Scope / Results**	**Vendor performance numbers**	**Ref #**
Project scope				
Project (build and manage legacy applications)	# projects	1		
Total expected development time	# months	4		
Logins	# logins per month	ca 30.000		
Quality & Reliability				
Documentation (Manual)	% Complete	100%		
User Acceptance Test	# blocking issues before production	0		
Speed (Performance front-end)	# Seconds	< 1		
Application availability	Percentage per month	99,8%		
First Time Right	Percentage per month	85%		
Technical Debt Ratio	Percentage per sprint	< 25%		
Call to fix	Resolution time in hours	36		
Value for the end user				
User satisfaction	Score per quarter	≥ 8 (Scale 1–10)		

AGILE TEAM HIRE

Assignment description and results				
Definition	**Unit**	**Client Scope / Results**	**Vendor performance numbers**	**Ref #**
Speed & Predictability				
Sprint Velocity	Story points per sprint	30 - 50		
Lead Time for Change	Days per feature	< 3		
Sprint Burndown	Percentage per sprint	85%		
Quality & Reliability				
Deployment Success Rate	Percentage per deployment	95%		
First Time Right	Percentage per month	85%		
Technical Debt Ratio	Percentage per sprint	< 25%		
Mean Time To Recovery (MTTR)	Uren per incident	< 4		
System Uptime	Percentage per month	99,90%		
Value for the end user				
Feature Adoption Rate	Percentage per sprint	65%		
User Satisfaction Score	Score per quarter	≥ 7 (Scale 1–10)		

SAFE 6.0 TRANSFORMATION PROGRAM

Assignment description and results				
Definition	**Unit**	**Client Scope / Results**	**Vendor performance numbers**	**Ref #**
Project scope				
Project (Agile transition / SAFe 6.0 implementation)	# Projects	1		
Employees	# Employees	1400+		
Teams	# Teams	74		
Business units	# Business units	3		
Agile Release Trains	# ART's	3-5		
Objectives (after performing baseline measurements)				
Reduction of lead time in decision-making	% Percentage acceleration	30% - 50%		
Deployment success rate	% first time right	80%		
Deployment rate	% Increase in the number of deployments	100%		
Reduction of technical debt backlog items	% percentage per sprint	20% - 40%		
Improvement Mean Time To Recovery (MTTR)	% percentage improvement MTTR	50%		
Time to market	% Percentage acceleration	40% - 50%		
Time	% percentage delivered according to PI planning	80%		
Burn rate	% Percentage according to predicted burn rate achieved	90%		
Documentation (manuals)	% complete	100%		
SAFe Maturity Assessment Score	# Level of all dimensions (steps)	3		
Customer satisfaction				
Employee satisfaction	Score per quarter	≥ 7 (Scale 1–10)		
Customer satisfaction	Score per half year	≥ 7 (Scale 1–10)		

HIRING A BUYER

#	Description Scope / Result	Client Scope / Results	Vendor performance numbers	Ref. nr.
1	# Procurement projects per year	12 projects		
2	Average Time in Days to Execute Procurement Project	25 days		
3	Negotiation results (%)	10%		
4	Documentation completed (% based on internal audit)	100%		
5	Average customer satisfaction (1 low – 10 high)	8		
6	Average supplier satisfaction (1 low – 10 high)	8		

SELECTION PHASE

SELECTION

Selection based on expertise

Selection criteria:

- Scope/level of expertise
- Risk mitigation
- Value added
- Interview
- Price (not rated)

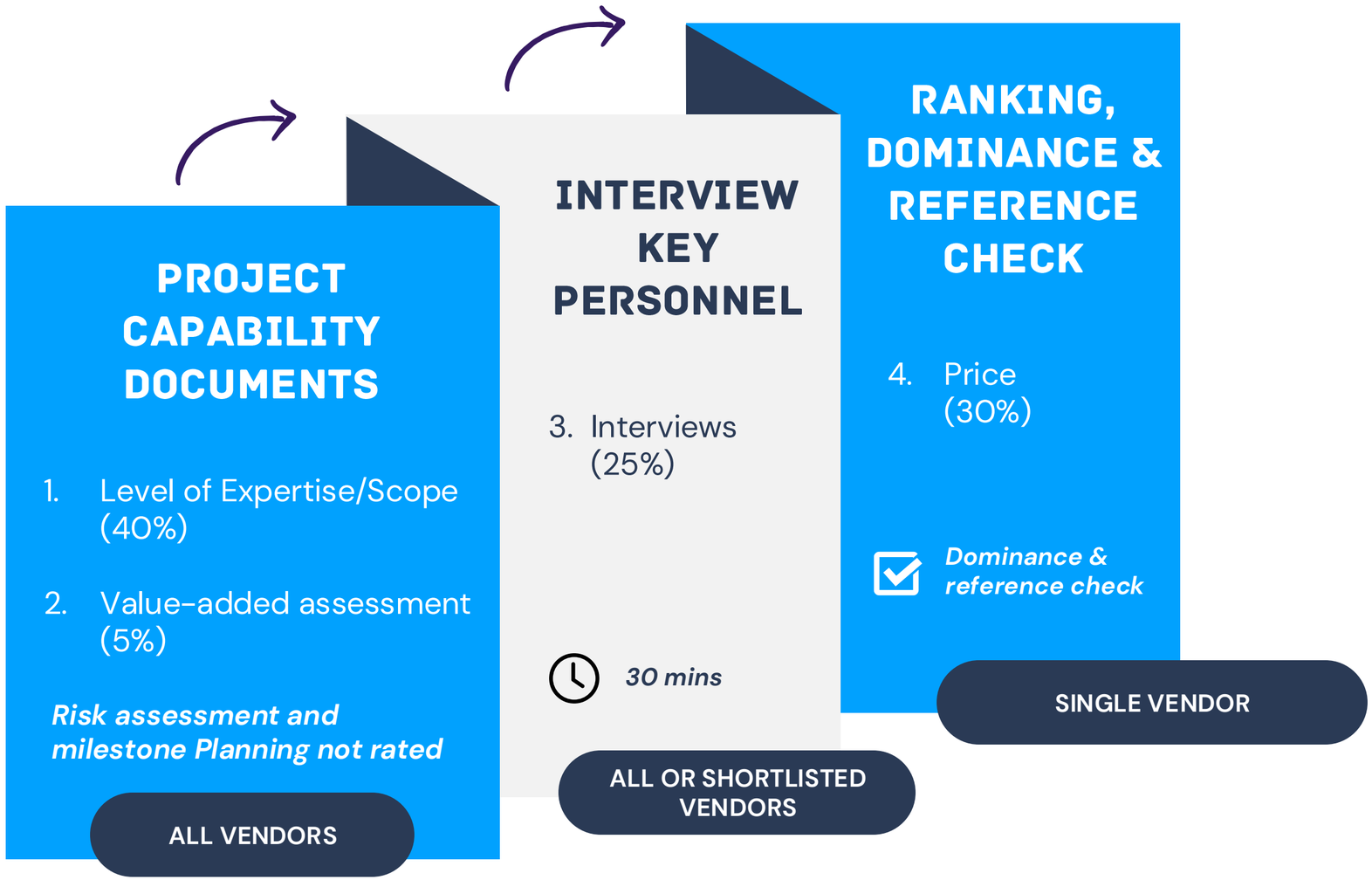
ALL VENDORS

Increased speed and simple to understand [no technical expertise is required to understand]

No personal preferences or subjectivity

Substantiated with performance information (metrics) relevant and specific to the assignment/project

SELECTION CRITERIA



PROJECT CAPABILITY DOCUMENTS

The Level of Expertise/Scope and Value-Added assessment are used to evaluated a vendor's proposal.

LEVEL OF EXPERTISE/SCOPE, VALUE-ADDED & RISK ASSESSMENT

These documents provide insight into the expertise level of the vendors related to the client’s scope/requirements and risks outside of the control of the vendor.

MINIMIZE DECISION MAKING

Verifiable performance data (metrics) incl. reference numbers minimizes human decision making.

MINIMIZE THINKING BY USE OF METRICS (DATA)

Maximum of one page per document and anonymized (no vendor name).

PERFORMANCE METRICS, WHICH ONE A, B, C

#	Description Scope / Result	Client Scope / Results	BUYER			Ref. nr.
			A	B	C	
1	# Procurement projects per year	**12 projects**	3	20	12	
2	Average Time in Days to Execute Procurement Project	**25 days**	50	17	25	
3	Negotiation results (%)	**100%**	70%	100%	90%	
4	Documentation completed (% based on internal audit)	**10%**	30%	15%	10%	
5	Average customer satisfaction (1 low – 10 high)	**8**	7	8.5	-	
6	Average supplier satisfaction (1 low – 10 high)	**8**	4	8	-	

PERFORMANCE METRICS, WHICH ONE A, B, C

#	Description Scope / Result	Client Scope / Results	BUYER			Ref. nr.
			A	B	C	
1	# Procurement projects per year	**12 projects**	12	12	12	
2	Average Time in Days to Execute Procurement Project	**25 days**	25	25	25	
3	Negotiation results (%)	**100%**	100%	100%	100%	
4	Documentation completed (% based on internal audit)	**10%**	10%	10%	10%	
5	Average customer satisfaction (1 low – 10 high)	**8**	8	8	8	
6	Average supplier satisfaction (1 low – 10 high)	**8**	8	8	8	

WHY WE USE PERFORMANCE DATA (METRICS)

- Simple
- Everybody understands
- Accuracy
- Minimizes the need for decision making
- Predicts the future
- Differentiates vendors
- Creates transparency
- Require clients to know less, think less, and make little to no decision
- Shows expertise

QUESTION

HOW WOULD YOU IDENTIFY AN EXPERT (HUMAN INTELLIGENCE)?

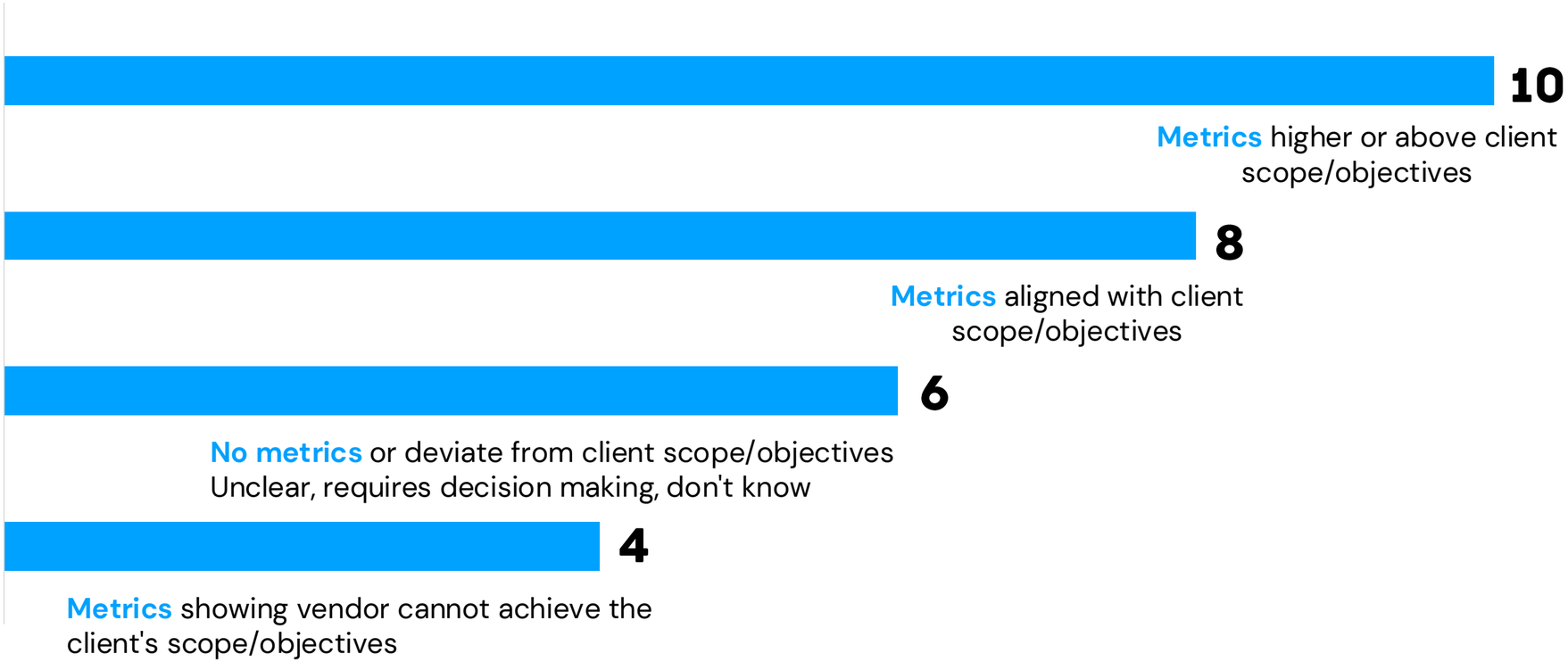
WHAT HAVE EXPERTS HAVE IN COMMON?

- LISTENS
- OBSERVES
- THINK LESS
- LITTLE & CALCULATED RISKS

INTERVIEW GUIDELINES

- Only key personnel (max. 2 to 3 individuals)
- Individual interviews, no group sessions
- As short as possible (max. 30 minutes)
- Limited number of questions
- Recording is recommended
- One interviewer, additional project team members observe and listen
- Metrics to support expertise (human intelligence)
- Nontechnical

RATING MODEL



CLARIFICATION PHASE

REFERENCE CHECK

CLARIFICATION

BVA vendor clarification of their Risk Mitigation Plan

- Detailed schedule/nontechnical milestone
- Creation of the WRR to mitigate risk

Full technical review by client stakeholders and SMEs

Project management by BVA vendor

ONE VENDOR

A 1-to-2-week period for the vendor to explain their Risk mitigation plan and scope in detail to the client

The vendor takes the lead and take away any client concern

The vendor is responsible for bringing together all the expertise of the key stakeholders to deliver a complete plan

QUESTION

WHO SHOULD TALK MORE AND WHO SHOULD LISTE MORE DURING THE CLARIFICATION PHASE?

KEY OBJECTIVES CLARIFICATION PHASE

CLARIFICATION OF THE RISK MITIGATION PLAN (RMP)

A period for the BVA vendor to add its RMP/scope in detail to the client

VENDOR CENTRIC

The BVA vendor takes the lead

PLANNING

The vendor is responsible for bringing together all the expertise of key stakeholders to deliver a complete plan

STEPS IN THE CLARIFICATION PHASE

KICKOFF

- Vendor presents plan without interference from the Client
- Kick-off meeting organized with all stakeholders

STEPS IN THE CLARIFICATION PHASE

KICKOFF

- Vendor presents plan without interference from the Client
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EXPLANATION

- Feedback session after receiving questions and concerns and then processing in follow-up sessions
- Organized some follow-up sessions with stakeholders

STEPS IN THE CLARIFICATION PHASE

KICKOFF

- Vendor presents plan without interference from the Client
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EXPLANATION

- Feedback session after receiving questions and concerns and then processing in follow-up sessions
- Organized some follow-up sessions with stakeholders

COMPLETION

- The vendor finalizes the plan and the Client agrees
- Final meeting with all stakeholders

DELIVERABLES “CLARIFICATION PHASE”

MANAGEMENT SUMMARY

VENDOR SCOPE
(In scope / Out of scope)

DETAILED PROJECT OVERVIEW
(RACI)

MILESTONES PLAN

RISKS

COST

PERFORMANCE DATA
(KPI’s)

RISK MANAGEMENT PLAN

CHANGE MANAGEMENT CONTROL PROCEDURE
(Weekly Risk Report)

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EXECUTION PHASE

CONTRACT AWARD

EXECUTION

Vendor tracks performance and mitigates risk using the WRR

Vendor is responsible for quality control
Keeping track of deviations from the initial plan [drawn up in the implementation phase] including [time, costs, quality] and risk management measures

Client carries out quality assurance
Ensures that the Contractor carries out quality control via Change management control

Weekly Risk Report is shared on a weekly basis by the vendor
- ✓ Governance
- ✓ Risk mitigation plan
- ✓ Cost & time deviations
- ✓ Performance data / KPI's

WEEKLY RISK REPORT

WRR			
Project name: Y719 **Week number: 32**			**Number of open issues/risks: 42**
Budget		**Planning**	
		Start date	26-9-2023
Awarded price	€ 1.155.966	Awarded price	19-6-2024
Current Expected Costs	**€ 1.813.388**	**Current Expected Costs**	**6-11-2024**
€ Above Budget	**€ 657.422**	**€ Above Budget**	**140**
€ Caused by client	€ 544.994	€ Caused by client	140
€ Caused by vendor	€ 0	€ Caused by vendor	0
€ Unforeseen	€ 112.428	€ Unforeseen	0
% Above Budget	**56,87%**	**% Above Budget**	**52,43%**
% Caused by client	47,15%	% Caused by client	**52,43%**
% Caused by vendor	0,00%	% Caused by vendor	0,00%
% Unforeseen	9,73%	% Unforeseen	0,00%

BEST VALUE APPROACH AI – FOUR PHASES

PREPARATION

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EXECUTION

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GoBeyond PROCUREMENT

CLIENT METRICS TRADITIONAL VS BEST VALUE AI

#	Criteria	Unit	Traditional Procurement	BEST VALUE	% Difference
1	The process **minimizes the time** it takes to deliver the project/service	1 - 10	5.0	9.0	80%
2	The process forces the supplier to pre-plan and identify and **minimize risks before the project begins**	1 - 10	5.8	8.8	53%
3	The process is **simple and easy** to implement	1 - 10	5.8	8.2	43%
4	The process is efficient (minimizes cost, time, and effort)	1 - 10	4.8	8.8	85%
5	The process identifies the highest performing and lowest costing	1 - 10	7.3	8.6	19%
6	The process minimizes risk to the client	1 - 10	7.5	9.0	20%
7	**Overall satisfaction** with the process	1 - 10	5.5	8.8	**61%**

Client project evaluation Data centre decommissioning (May 2022, N=6)

CLIENT METRICS TRADITIONAL VS BEST VALUE AI

#	Criteria	Unit	Traditional Procurement	BEST VALUE	% Difference
1	The process **minimizes the time** it takes to deliver the project/service	1 - 10	5,0	7.0	56%
2	The process forces the supplier to pre-plan and identify and **minimize risks before the project begins**	1 - 10	2,0	9,0	330%
3	The process is **simple and easy** to implement	1 - 10	5,0	8,0	69%
4	The process is efficient (minimizes cost, time, and effort)	1 - 10	4,0	8,0	90%
5	The process identifies the highest performing and lowest costing	1 - 10	5,0	8,0	56%
6	The process minimizes risk to the client	1 - 10	4.0	8,0	100%
7	**Overall satisfaction** with the process	1 - 10	**5,0**	**8,0**	**66%**

Client project evaluation Medical Bucky's project (December 2022, N=5)

CLIENT METRICS TRADITIONAL VS BEST VALUE AI

#	Criteria	Unit	Traditional Procurement	BEST VALUE	% Difference
1	The process **minimizes the time** it takes to deliver the project/service	1 - 10	4,3	8,4	98%
2	The process forces the supplier to pre-plan and identify and **minimize risks before the project begins**	1 - 10	5,3	8,6	64%
3	The process is **simple and easy** to implement	1 - 10	4,8	8,4	77%
4	The process is efficient (minimizes cost, time, and effort)	1 - 10	4,0	9,0	125%
5	The process identifies the highest performing and lowest costing	1 - 10	5,8	7,0	22%
6	The process **minimizes risk** to the client	1 - 10	5,8	7,8	36%
7	**Overall satisfaction** with the process	1 - 10	6,0	8,4	**40%**

Client project evaluation Crew Horizon (May 2025, N=6)

CLIENT METRICS TRADITIONAL VS BEST VALUE AI

#	Criteria	Unit	Traditional Procurement	BEST VALUE	% Difference
1	The process **minimizes the time** it takes to deliver the project/service	1 - 10	3.5	9.0	157%
2	The process forces the supplier to pre-plan and identify and **minimize risks before the project begins**	1 - 10	4.0	8.7	117%
3	The process is **simple and easy** to implement	1 - 10	3.5	8.7	148%
4	The process is efficient (minimizes cost, time, and effort)	1 - 10	5.0	9.0	80%
5	The process identifies the highest performing and lowest costing	1 - 10	7.5	7.7	2%
6	The process minimizes risk to the client	1 - 10	6.0	7.7	28%
7	**Overall satisfaction** with the process	1 - 10	5.5	9.7	**76%**

Client project evaluation Housing renovation project 240 apartments (September 2024, N=3)

CLIENT METRICS TRADITIONAL VS BEST VALUE AI

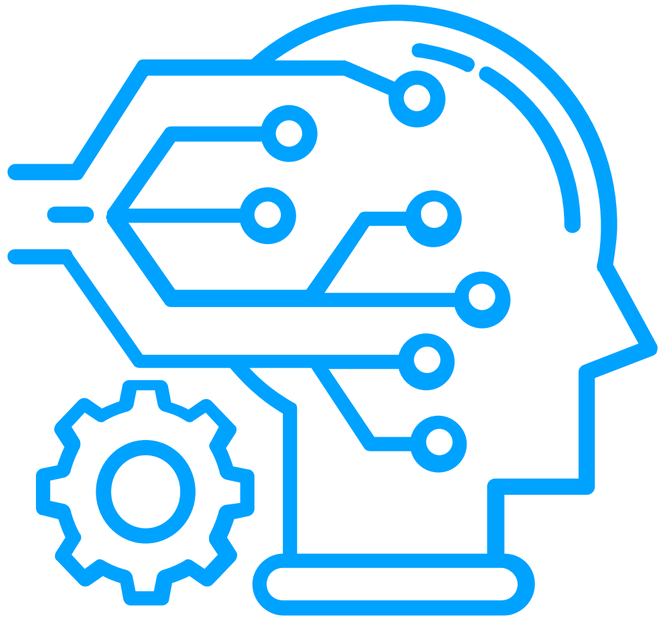
#	Criteria	Unit	Traditional Procurement	BEST VALUE AI	% Difference
1	The process **minimizes the time** it takes to deliver the project/service	1 - 10	4,0	8,6	115%
2	The process forces the supplier to pre-plan and identify and **minimize risks before the project begins**	1 - 10	5,0	9,0	80%
3	The process is **simple and easy** to implement	1 - 10	4,5	8,8	96%
4	The process is efficient (minimizes cost, time, and effort)	1 - 10	4,3	8,8	103%
5	The process identifies the highest performing and lowest costing	1 - 10	5,3	9,0	69%
6	The process minimizes risk to the client	1 - 10	5,3	8,6	61%
7	**Overall satisfaction** with the process	1 - 10	4,8	9,2	**93%**

Client project evaluation DISCS (September 2025, N=6)

CLIENT METRICS TRADITIONAL VS BEST VALUE AI

#	Criteria	Unit	Traditional Procurement	BEST VALUE AI	% Difference
1	The process **minimizes the time** it takes to deliver the project/service	1 - 10	5,0	8,5	70%
2	The process forces the supplier to pre-plan and identify and **minimize risks before the project begins**	1 - 10	5,0	8,5	70%
3	The process is **simple and easy** to implement	1 - 10	4,0	8,5	113%
4	The process is efficient (minimizes cost, time, and effort)	1 - 10	4,0	8,5	113%
5	The process identifies the highest performing and lowest costing	1 - 10	5,0	8,5	70%
6	The process minimizes risk to the client	1 - 10	4,0	8,0	100%
7	**Overall satisfaction** with the process	1 - 10	4,0	9,5	**138%**

Client project evaluation SAFe (September 2025, N=4)



LESSONS LEARNED

LEARNING OBJECTIVES ACHIEVED?

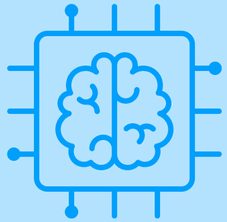
HOW TO INCREASE PRODUCTIVITY

PREDICT PROJECT SUCCESS

USE PERFORMANCE METRICS

IDENTIFY & UTILIZE EXPERTISE

AVOID POOR DECISION MAKING



KEEP IT SIMPLE

PEOPLE LOVE SHOOTING DOWN NEW IDEAS

SUMMARY

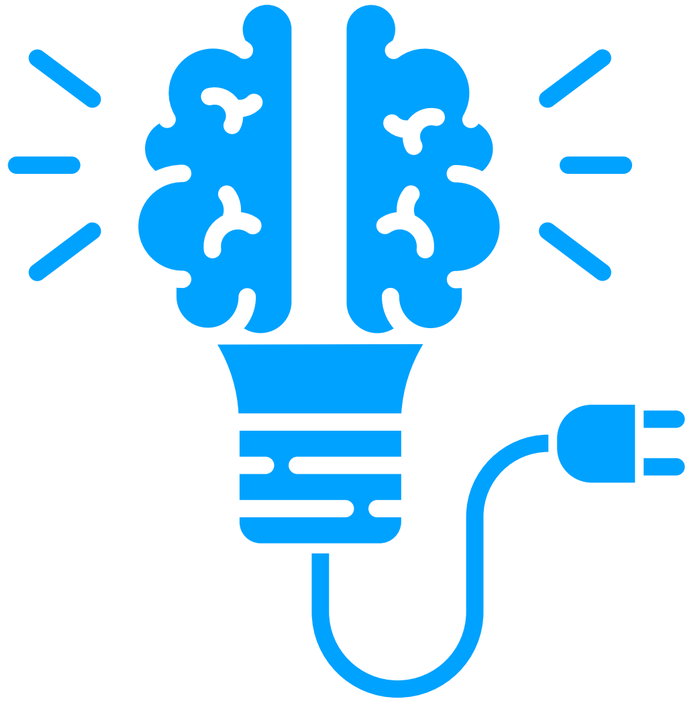
PROCUREMENT PROFESSIONAL OF THE FUTURE

BEST VALUE APPROACH AI

- Win-win
- Initial conditions (**observation**)
- Identify expertise
- To measure is to know (**data**)
- Transparency (**performance metrics**)

TRADITIONAL PROCUREMENT

- Win-lose
- Surprises (**financial**)
- Micromanagement
- No transparency
- Relationship and trust



Q & A

GET IN TOUCH TODAY

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