FUELING EFFECTIVE COLLABORATION:
HOW STRATEGIC SOURCING DELIVERS RESULTS FOR MARKETING GROUPS

Fueling Effective Collaboration  pg. 2
What Strategic Sourcing Brings  pg. 4
Building A Relationship  pg. 6
Strategic Sourcing Process  pg. 7
Best Practices  pg. 12
Sourcing Help From Third Parties  pg. 14
FUELING EFFECTIVE COLLABORATION

STRATEGIC SOURCING IS COLLABORATING WITH MARKETING TO GAIN CONTROL OVER MARKETING SPEND AND IMPROVE STRATEGIC AGENCY RELATIONSHIPS

Even as market indicators point to steady economic recovery, companies of all sizes and industries continue to look for ways to contain costs. In fact, cost efficiency remains a top priority in most organizations. As a result, corporations are reevaluating the way departments spend money to drive out costs where possible. Corporate Procurement and Strategic Sourcing groups are playing a broader and more strategic role than ever in helping organizations accomplish this task.

Evolving from its roots working with the manufacturing industry to more cost effectively purchase raw materials, Strategic Sourcing is now charged with finding cost efficiencies in high cost corporate operations like Logistics, Information Technology and Marketing. Going beyond its traditional buyer role of negotiating best prices with vendors for goods and services, Strategic Sourcing groups are managing both direct and indirect costs that require a strong focus on category, supplier, and contract management.

Now, rather than simply processing invoices for IT, Marketing, and other departments after buying decisions have already been made, Strategic Sourcing is getting involved at the onset; providing decision support, benchmarking and contracting services to stakeholders in these previously untouched departments. Specifically, Strategic Sourcing is helping departments identify their current resources and true needs, conduct thorough sourcing events with vetted suppliers, and negotiate best-in-class agreements. Through this process, long-term, strategic relationships can be established with the right suppliers, increasing value to the organization while ensuring the most competitive market pricing is obtained.
STRATEGIC SOURCING VENTURES INTO MARKETING

Even today, in many organizations, Strategic Sourcing groups have limited, if any, visibility into marketing spend. With creative liberty in its spending and activities, as well as a direct voice to executive management, Marketing has pushed back on any outside interference handling their supplier relationships over the years, deeming it too risky in effecting top-line revenue growth.

But, as other departments begin to operate more efficiently and effectively with Strategic Sourcing’s influence and as Marketing budgets continue to increase while providing the same return on investments, corporations feel compelled to get Strategic Sourcing involved. A 2009 survey conducted by the Association of National Advertisers\(^1\) reported that 78% of Chief Financial Officers viewed Procurement positively because the department is achieving 5% to 20% in annual cost savings and helping companies better manage risk. Gartner\(^2\) reports that on average, companies spent 10.4% of their annual 2012 revenue on overall marketing activities. As budgets were anticipated to increase an average of 5.7% in 2013, more pressure was put on marketers to deliver and prove a return on investments.

In addition to justifying Marketing spend, the Fortune 500, and other large companies with different brands, are looking for more centralized control over the spending habits of their multiple Marketing groups. As Marketing brand teams typically work in silos, with little or no interaction with one another, the same agency or similar services can be unknowingly used throughout an organization. Without internal collaboration or a control point, duplication of effort can occur with redundant and/or fluctuating costs.

With the help of Strategic Sourcing, companies are looking to unbundle tactical services used throughout the organization, increase spend visibility, identify and remove duplicate services, establish competitive supplier rates and evaluate ongoing vendor performance in support of Marketing needs.
WHAT STRATEGIC SOURCING CAN BRING TO THE MARKETING MIX

In the past, Strategic Sourcing had no real control over Marketing budgets. However, as the drive for greater savings intensifies and procurement processes mature, this group is gaining influence over marketing spend analysis and decision making. Without being involved in the daily strategic marketing decisions, Strategic Sourcing can bring significant benefits to Marketing through decision support, benchmarking, and contracting, while providing structure with standardized processes and methodologies.

DECISION SUPPORT

When brought into the decision-making process, Strategic Sourcing can assist Marketing in establishing new relationships and evaluating existing partnerships. With the industry intelligence to identify and compare the supplier landscape, Strategic Sourcing can offer guidance throughout the selection or evaluation process using a streamlined approach that optimizes results and delivers value (Graphic Two).

Based on Marketing’s requirements, Strategic Sourcing can take the lead by exploring the market, vetting agencies, executing the RFI/RFP (Request for Information/Request for Proposal) process, identifying qualified candidates, managing timelines, assisting in final selection and negotiating contracts. While Strategic Sourcing performs much of the legwork, Marketing continues to be involved in every key milestone of the process.

Because Strategic Sourcing understands the niche and full-service players in the market, specifically the relationships that agencies have with one another and the parent companies under which different agencies operate, they can easily navigate through the complex and often crowded market to find the right suppliers to engage, determine if an existing partnership can be extended and validate the resources of an agency. In some instances, Marketing may not know that their current agency works under a parent holding company that can deliver the full service offering that they need. In addition, an agency of record may be outsourcing work to a third party in order to deliver a full range of services but at a premium cost.

By performing the right level of due diligence, collecting industry and market intelligence, and utilizing sourcing best practices, Strategic Sourcing can identify these types of opportunities and issues within a supplier network, and help guide Marketing to the right resources and decisions.

BENCHMARKING

Through a benchmarking exercise, Strategic Sourcing can gain visibility into the Marketing spend category by evaluating active agreements, paying close attention to rate cards as well as contractual terms and conditions. Establishing a baseline price by discipline for specific marketing services, Strategic Sourcing can compare price points and identify areas of improvement within a rate card structure. This analysis can open the door for negotiations, more standardized and competitive rate cards for both new and existing suppliers, and tighter budget controls.

A detailed spend analysis (Graphic One) can also provide Strategic Sourcing with greater insight into agency relationships and active contracts to determine where possible synergies may already exist and identify areas within the company to negotiate better terms and rates. For example, Strategic Sourcing may discover that a group of agencies used by multiple brand teams within the organization actually falls under one parent company. Rather than contract with each individual entity, Strategic Sourcing can leverage its position to negotiate one Master Service Agreement directly with the
Parent company and achieve more competitive rates.

Using the output derived from a spend analysis, Strategic Sourcing can monitor contract compliance (e.g. Are we being charged the negotiated rates for services?), identify work redundancies (e.g. Are two agencies conducting the same market research for different brands?) and consolidate contracts under one Master Service Agreement, where possible.

Even more significantly, a spend analysis drives the categorization of spend and contract data into specific market baskets that enables Strategic Sourcing to easily identify tactical spend areas versus strategic ones and develop appropriate strategies for addressing each. Large expenditures in specific spend categories can be addressed immediately to provide value to Marketing.

Starting with a tactical spend category such as print materials, Strategic Sourcing can evaluate the current state of print activity within the organization and collaborate with Marketing teams to streamline and reduce costs by consolidating all print jobs to preferred suppliers that offer competitive pricing, strong account management, and high quality under a corporate account. Providing value at this type of entry point will help Strategic Sourcing to build relationships with Marketing teams that will grow in value and trust as the departments continue to collaborate on larger, more strategic projects.

Print and promotional materials, web and application development services, media buys, and event production services represent some tactical categories that Strategic Sourcing may want to consider initially for cost savings as it builds a rapport with Marketing.

**CONTRACTING**

Strategic Sourcing can also support Marketing in contract negotiations, at both the origination of a partnership and the extension of a Master Services Agreement and/or Statement of Work, to ensure terms are valid, protective of Marketing, and fair to all parties. Often, assignments with existing suppliers, such as agencies of record, grow or continue past the initial contract term. Rather than disrupting creative work between Marketing and the agency while contracts are reviewed and negotiated, Strategic Sourcing can handle all administrative and management tasks associated with a contract.

For a Master Services Agreement renewal, Strategic Sourcing would conduct a detailed review of the current rate card structure and evaluate if it should be revisited to ensure competitive rates are extended. As part of a Statement of Work extension, Strategic Sourcing would closely review staffing plans and budget details, ensuring application of negotiated rates and all other terms and conditions align with expectations, such as payment terms.

Overall, Strategic Sourcing can manage the contract repository and work with legal teams to lessen the burden on Marketing while delivering best-in-class agreements.

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**Graphic One**

**Elements of a Spend Analysis**

**DATA COLLECTION**
- Supplier Reports
- AP/GL Data
- Contracts

**DATA CLEANSING**
- Standardization
- Duplicate Removal
- Data Enhancement

**DATA VALIDATION**
- UOM Validation
- Aggregated Spend
- Consolidated Volume

**SUPPLIER DETAIL**
- Complete Product & Service Description

**CATEGORIZATION**
- Market Baskets
- Contractual Commitments
- Audit Findings

**PLANNING**
- Category & Sourcing Strategy
- Project Priority
- Stakeholder Engagement
BUILDING A MARKETING-SOURCING RELATIONSHIP

Building a working relationship between two departments that have historically worked autonomously can be a challenge as each group operates differently and works towards disparate operational goals. While Marketing is revenue-driven and uses its gut instincts and qualitative measures to evaluate suppliers, Strategic Sourcing is cost-focused and relies heavily on quantitative measures. Where Sourcing’s goal is to reduce spend and realize savings, Marketing intends to spend its budget and squeeze every dollar of return on investment (ROI). Getting the two departments to work together is an ongoing process that should include the following steps:

STRATEGIC SOURCING MUST LEARN MARKETING’S CULTURE

While Strategic Sourcing is about cost reduction, Marketing is all about top-line revenue growth. Before approaching Marketing about cost-cutting measures, Strategic Sourcing should better understand the marketing culture, terminology, and what is important to the business unit. As Marketing has a different, more flexible and creative culture, Strategic Sourcing must take the time to understand what it values in a particular service or supplier relationship. Rather than concentrate on costs, Strategic Sourcing should focus on ROI. In fact, Strategic Sourcing should remove the words “cost cutting” from its vocabulary when interacting with Marketing and replace it with “value”. By working with Marketing on its own playing field, Strategic Sourcing has a better chance to form a relationship with the group and serve as a part of its team.

EDUCATE MARKETING ON STRATEGIC SOURCING’S BENEFITS

The Association of National Advertisers¹ notes that the role of marketing procurement is to help the business get the most from their marketing activities. Marketing needs to be sold on this idea and understand that Strategic Sourcing will not be involved with creative decisions, but rather be implementing strategies to improve agency relationships and cost efficiencies without any lost services.

To prove this point, Strategic Sourcing should meet with key marketing leaders to explain what it has accomplished for other departments and how it can support Marketing. Marketing should feel that Strategic Sourcing is available as an in-house service to supplement its own resources with customized initiatives that help them succeed first while also containing costs. In addition, Marketing needs to be assured that it is still ultimately responsible for final decisions even though Strategic Sourcing can influence buying decisions.

BUILD TRUST

By offering its services as a support group rather than as a watchdog, Strategic Sourcing can earn the trust to start working with Marketing on small projects that will eventually lead to a broader and stronger partnership. By providing value in small engagements like procuring bids on promotional items and consolidated print jobs, Marketing will return for assistance in larger, more strategic projects. At the same time, Strategic Sourcing will learn how Marketing interacts with its different supplier networks.

As time goes by, Marketing will trust Strategic Sourcing in identifying opportunities for greater cost efficiencies by renegotiating agency rates, evaluating current relationships and identifying new support requirements. Both tactical and strategic relationships should be evaluated simultaneously for best results. Overall, communication and collaboration are keys to success.
Strategic Sourcing can offer guidance to Marketing throughout sourcing events using a streamlined process that optimizes results. Below (Graphic Two) are the typical phases that Strategic Sourcing follows during a sourcing event for a Marketing team. This phased approach provides an opportunity for all parties to become involved, provide input and ask questions, while ensuring a timely and positive outcome.

**Phase One. Kickoff & Data Collection**
- Meet with stakeholders
- Gather details
- Discuss selection criteria
- Determine initial Scope of Work (SoW)
- Collect contracts and spend data

**Phase Two. Agency Identification**
- Identify potential agencies with client
- Screen for conflicts of interest
- Execute Confidentiality Agreements
- Introduce opportunity to agencies

**Phase Three. RFI/RFP Process**
- Develop go-to-market documentation
- Distribute RFx to vetted agencies
- Brief and field questions
- Conduct initial evaluations
- Develop market assessment

**Phase Four. Pitch Presentations**
- Facilitate on-site presentations
- Create pitch presentation scorecard
- Debrief with client for next steps
- Identify finalists and negotiate

**Phase Five. Agency Selection**
- Award business and execute MSA
- Finalize and execute SOW
- Coordinate on-boarding process
PHASE ONE
KICKOFF MEETING & DATA COLLECTION

During this discovery phase, Strategic Sourcing holds a kickoff meeting with Marketing to discuss project requirements, goals and timelines. Having formulated an agenda and a comprehensive list of questions that cover different aspects of the project including scope of work, budget, potential suppliers, and key selection criteria, Strategic Sourcing gathers detailed information from Marketing to develop a Statement of Work (SOW) for presentation to all agency candidates during Phase Three of the selection process when the RFP is drafted and distributed. The development of a solid SOW is important to ensure a fair and thorough RFP process.

Often, in the past, the SOW evolved as Marketing met with different candidates and fielded questions throughout the interview process. This unstructured method resulted in inconsistencies in data exchange with the different agencies vying for the work. Those who initially met with Marketing did not get the same information and input as those who met near the end of the cycle when new ideas evolved and the original SOW changed. By gathering all relevant information at project kickoff, Strategic Sourcing captures the most pertinent data and refines ideas with Marketing to develop a solid SOW.

At this stage, all relevant contractual documentation is also provided to Strategic Sourcing for reference. This may be necessary should Marketing be seeking to extend a relationship or, perhaps, terminate one. If looking for a new service, Marketing may have historical relationships with agencies or know of existing ones they want to explore. This is information that Strategic Sourcing wants to acquire during the kickoff meeting.

CRITICAL QUESTIONS TO COVER DURING A KICKOFF MEETING

CURRENT STATE
- What factors are driving the decision to conduct an RFI/RFP Process?
- What are you looking to improve upon? Are any present expectations not being met?

STRATEGIC GOALS AND OBJECTIVES
- What are the strategic goals of this initiative?
- What specific challenges are associated with this initiative?

SCOPE OF WORK
- What are the services required to complete this assignment?
- Will the scope of work for the selected agency be only typical services expected from a, for example, creative agency (strategy, creative, etc.) or should agencies present additional capabilities in the marketing space, such as digital or media buying services?
- Are there any value adds that you are seeking to receive from an agency?

TIMELINE
- Will this project include both an RFI and RFP?
- Should Sourcing be aware of any potential developments that will impact the supplier selection timeline?
- Will any upcoming conflicts Sourcing should be aware of when developing a project plan and scheduling milestone meetings?
- When do you wish to onboard the selected agency?

SELECTION CRITERIA
- What criteria need to be met to either qualify or disqualify agencies?
- How do you plan to evaluate each agency?
- Are there any disqualifying conflicts of interests?

SUPPLIER CONSIDERATIONS
- Have you identified agencies you wish to consider for this pitch process?
- Are you open to suggestions from Sourcing on agencies that may be viable candidates?

TEAM/PROJECT COMMUNICATION
- Identify the key decision-makers for this project and their roles?
- What would you like Sourcing’s role to be in this selection process?
- What is a reasonable expectation for turnaround time on general information requests?

BUDGET
- Is the budget known or will it be detailed at a later date?
PHASE TWO
AGENCY IDENTIFICATION

With Marketing’s direction from the kickoff meeting, Strategic Sourcing starts to identify potential agencies for consideration based on target market, research, market intelligence, Marketing’s preferences and selection criteria. Strategic Sourcing conducts a conflict of interest screening to eliminate any candidates that are contractually bound to competitors for specific services. Once compiling a potential list of candidates, Strategic Sourcing gains consensus from Marketing before introducing the opportunity to the agencies, outlining overall expectations and project details. As a significant amount of important information is exchanged throughout the selection process, Strategic Sourcing will also execute a Confidentiality Agreement with each candidate.

PHASE THREE
RFI/RFP PROCESS

Prior to an in-depth RFP process, Strategic Sourcing may initially ask each agency to respond to an RFI by outlining their general capabilities, category expertise, account management team structure and other general information in a written response format. In lieu of an RFI, a more hands-on Marketing team may wish to meet with each agency by holding onsite capabilities presentations during this early stage. Based on the RFI responses/onsite capabilities meetings, the candidate list is refined and Strategic Sourcing distributes the RFP to vetted agencies. The RFP includes a detailed SOW and requests in-depth information on a proposed strategic approach to the assignment inclusive of creative concepts and innovative tactics, a detailed budget proposal/rate card, and staffing plan.

To ensure agencies have enough information to respond to the RFP, Strategic Sourcing and Marketing may hold briefing sessions with the participating agencies using the SOW as a guide to answer questions. As another option, Marketing may utilize a written Q&A format to respond to agency inquiries that requires Strategic Sourcing to create a master list of all submitted questions with corresponding answers for subsequent distribution to all candidates. For a fair and equal RFP, identical information must be shared among all parties throughout the process. Sufficient time also must be provided to the agencies to ask questions and respond to the RFP. In most cases, agencies will request close to a full month to prepare a typical agency of record pitch proposal.

Using information submitted by agencies through the RFP process, Strategic Sourcing will develop a Market Assessment that outlines each agency submission, including RFP scorecard results, budget details, creative concepts, tactical plans and other components (Graphic Three) for review by Marketing to determine the finalists, who will be required to deliver onsite pitch presentations.
STANDARD ELEMENTS OF A MARKET ASSESSMENT
What companies should evaluate when reviewing RFP submissions across all spend categories.

CATEGORY-SPECIFIC ELEMENTS TO CAPTURE IN AN AGENCY MARKET ASSESSMENT
Additional elements that companies should evaluate when conducting a formal agency search.
Phase Four

Pitch Presentations

Onsite pitch presentations are typically scheduled and arranged by Strategic Sourcing based on Marketing’s availability. Clear guidelines for these presentations are outlined within the RFP. Strategic Sourcing, with Marketing’s input, develops a presentation scorecard to evaluate every agency on the same scale. Marketing, Strategic Sourcing and other executives involved in the final decision making complete scorecards as presentations are conducted. Strategic Sourcing also takes notes during pitch presentations and uses this information, in addition to scorecard results, to discuss finalists in a debriefing session following the onsite pitches. Before making a final decision, Marketing may also wish to visit finalists’ offices to get a feel for their work environment and to meet more of the team that would be dedicated to the account.

Phase Five

Agency Selection

Prior to contract award, Strategic Sourcing will conduct contract negotiations with the finalists, discussing rate cards, the SOW and other elements of the potential partnership. After negotiation results are shared with Marketing, the business is awarded to the agency deemed most appropriate for the account. Strategic Sourcing, then, works with Legal to execute the Master Services Agreement and coordinate the on-boarding process.

At this point, most responsibilities relating to the ongoing agency relationship are handled by Marketing. However, Strategic Sourcing aids in the development of a comprehensive SOW that governs all assignments with the selected agency. Before Marketing signs off on the SOW, Strategic Sourcing ensures that it ties into the negotiated rate card and details all costs to be incurred during the performance period.

While finished at this juncture, Strategic Sourcing will continue to monitor agency performance with scheduled evaluations/audits while leaving Marketing solely responsible for the strategic and creative output of the relationship.

Strategic Sourcing, along with Marketing, will also provide practical feedback to those agencies not awarded the business, explaining the factors related to their disqualification. Recognizing each agency’s effort and time spent in preparing proposals, Strategic Sourcing provides feedback that will enable these agencies to improve their offering and grow in the right direction. Ending a selection process on good terms with disqualified agencies may prove valuable down the line as certain agencies might be able to address a future requirement or be a good fit for another brand.
BEST PRACTICES IN SOURCING MARKETING CATEGORIES

To ensure optimized results during the sourcing process, the following practices should be followed by Marketing, Strategic Sourcing and any other involved third parties.

**COMMUNICATIONS**

Strategic Sourcing must ensure that it is always on the same page with the brand team and agencies with regards to the scope of work, brand team expectations, timelines and the overall agency selection process. It is Strategic Sourcing’s primary responsibility to make certain that information remains consistent with all candidates during the selection process to ensure a fair and equal playing field among participating agencies. Clear communication among parties will enhance the quantity and quality of available information and help avoid situations where agencies just go through a “form-filling exercise” and risk misrepresentation.

**SET REALISTIC TIMELINES**

As it takes time for an agency to prepare an RFP submission and pitch proposal, timelines should factor in prep time while ensuring that the process does not extend too long and become costly. When facilitating between brand teams and agencies, Strategic Sourcing should help both parties arrive at a common ground to ensure project milestones are completed on time. Clear timelines are just as important as a clear scope of work.

**TRANSPARENCY AND HONESTY**

As agencies are eliminated and one is chosen at the end of the selection process, Strategic Sourcing and Marketing must remain mindful of those candidates that were disqualified. These agencies deserve honest and constructive feedback regarding their elimination to prevent counterproductive self-questioning. Conversations must be tailored differently if the decision results in a transition from one agency to another as opposed to an agency being selected from a group of candidates for a new support requirement. Practical feedback helps to delineate a brand team’s vision while giving its sourcing initiative greater credibility in the eyes of the participants. In the long run, agencies will be thankful for the thoughtful and truthful advice, despite the initial sting of rejection. An honest and informative exchange may potentially lead to new working relationships in the future.

**SENIOR INVOLVEMENT**

To fairly assess the opportunity and value of the engagement from both sides, senior team members should be engaged from the initial kickoff to explain their vision and confirm the direction of the selection process. Senior involvement lends credibility and respect to the engagement, motivating all groups to contribute to a more productive collaboration.

**DEFINE RETURN ON INVESTMENT**

Defining ROI metrics during agency selection stages and the negotiation period is critical, as it sets a benchmark for gains and losses while easing future calculation challenges.
A global pharmaceutical company partnered with Source One to onboard agencies to support the expected launch of a new product seeking FDA approval. The product’s brand team required a variety of agencies with core competencies including creative, digital, medical education, and public relations services. One of the underlying challenges facing the brand was its niche target audience as the product treated a rare disease.

Source One served as decision support for the brand team as they navigated the marketplace to identify agencies best suited to tap into the niche patient and HCP community. Four sourcing initiatives were conducted by Source One. Each agency search included identifying viable candidates, developing RFx documents, analyzing proposals, and holding pitch presentations. Each selection process focused on a specific set of skills and criteria to effectively evaluate the four sets of RFP participants:

- **Creative**—experience in developing and executing launch campaigns
- **Digital**—specializes in mobile and website development and overall digital strategy execution
- **Medical Education**—strong tactical execution on a regional and national level
- **Public Relations**—ability to develop a cohesive communications plan and foresee/manage challenges

Once finalists were identified, Source One negotiated competitive rates and contractual terms with each and facilitated the onboarding processes.

In negotiations with the selected Digital Agency of Record, Source One leveraged specialized skills to develop a functional, rather than blended, rate card and also reduced the number of quoted hours tied to web and app development fees. After pitch presentations illustrated additional services offered by the Creative AOR, Source One negotiated with its parent company to develop a comprehensive rate card across the agency network, ensuring competitive rates for services potentially needed as the campaign evolved. Additional savings were secured from the selected medical education agencies and the public relations firm who held incumbency status.

The combination of these efforts allowed the company to realize additional funds in its budget (approximately 7%) to allocate to other marketing efforts.

Overall, Source One was able to assist the brand team in identifying, negotiating, and contracting with all relevant agencies to support the launch of the new product.
Strategic Sourcing is faced with many challenges when tasked with reducing costs for its company. As Sourcing becomes more responsible for supplier relationship and contract management, traditional departmental structures are no longer efficient. In addition, existing resources are often stretched too thin across multiple categories and suppliers to effectively manage spend. With the ongoing concept of doing more with less, many corporations may not realign Strategic Sourcing staffing to address this increase in responsibility.

And with Marketing pursuing new projects with evermore sophisticated supplier requirements, Strategic Sourcing may not have the in-house resources and market intelligence to handle these needs and identify best-in-class suppliers in evolving markets.

Subject matter experts in the area of Marketing Procurement can support Strategic Sourcing in its role. These third party consultants can help bridge the gap that often exists between Strategic Sourcing and Marketing, offering structure, guidance and market intelligence for marketing-related sourcing activities. With procurement expertise, as well as the understanding of various marketing categories, consultants can navigate through the challenges, serving as an extension of the Strategic Sourcing team by developing strategic plans to identify the best agency partners and proactively pinpoint opportunities that will deliver results and value to the organization.

Third party consultants can help Strategic Sourcing get started with a spend analysis to obtain a better, more granular view of marketing spend and contract activities. Categorizing a company’s marketing spend and understanding the full supplier landscape will allow Strategic Sourcing, with the help of a third party consultant, to evaluate relationships, services, and pricing across the organization as well as against the marketplace. With this information, Strategic Sourcing can better determine areas where it can provide value to Marketing. These areas include renegotiating agency rates to reach more competitive market standards or developing a bench of suppliers for more tactical spend categories, such as print materials, event production services, and web and app development services.

Consultants also work with Strategic Sourcing by collaborating with existing suppliers to ensure that the right level of value is delivered from the partnership. They support the establishment of new business relationships with service providers perfectly matched to the needs of an organization. With a wealth of market intelligence, subject matter experts can identify best-in-class suppliers and manage the entire sourcing process from the onset, through attendance in a project kickoff meeting to the execution of a competitive contract with the selected agency.

Whether a company is experiencing tremendous growth or strong competition, a third party consultant can help Strategic Sourcing maintain a competitive advantage by gaining control over marketing spend and supplier relationships while delivering optimized results.

