

IT Supplier Tiering User Guidance



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Purpose:

This pack aims to provide the necessary guidance for Contract and Vendor Managers to determine the tiering of each Supplier.

Tiering determines the approach appropriate to each vendor (e.g. governance and reporting) based on the supplier's impact to the company, value of the relationship, risk and criticality of the services provided etc.

Instructions:

1. Conduct a tiering review of your Supplier portfolio- see slide 4
2. Populate the tiering results spreadsheet with the outcome for each of your suppliers:
<https://poluk.sharepoint.com/:f:/r/sites/POA001/itcomms/Vendor%20Management/Admin/Tiering/Tiering%20Results/March%202018?csf=1&e=VjPYcz>
3. Once a year (at a minimum) the VMO will issue a reminder to revisit and adjust the tiering accordingly. This tiering has been revised since its inception in 2018.

Please do not alter this pack. Contact VMO with any questions.

IT Vendor Relationship Owners – Feb 2022

IT Vendor Manager & Temporary Head of IT Contract Management**
Steve Rosser

Head of IT Service (Interim)
Back Office - Finance, LCG & People IT
Praveen Pai

Verizon (Telco)
Verizon (SOC)
NCR
Ingenico (PED's/PS)
Siemens
ITRON
EE
Computacenter
DXC

BCW
NCC Group Security
IRM DPA
Recorded Futures
RICOH
Company 85
Accenture
Transtrack/CWC
Swindon Stock Contract

Microsoft
SAP
Success Factors
Adobe
Salesforce
Service Now
Oracle
SCC (Reseller)
All S/W Vendors
All IT Consultancy

IT Supplier Contract Managers - Feb 2022

Head of IT Contract Management**
Dionne Harvey

IT Contract Mgr.
John Willacy

IT Contract Mgr.
Gareth Coles

S/W Asset & Contract Mgr.
Sachin Takate

IT Strategic Contract Mgr.
TBC

VMO Contract Sppt.
Lynn Jackson/Darryl Judd

Fujitsu
Cloud Services
KPMG
AWS (Subscpn SCC)
NCC Group
(ESCROW Fujitsu)

Verizon
NCR
BCW
NCC Group
Security
IRM DPA
EE
Recorded Futures
Ingenico

Accenture (BO/CDP)
Transtrack/CWC
Swindon Stock Contracts*

Same as Head of IT
Service (Interim) above

Computacenter
Thales
DXC
RICOH

Other/Consultancy
Company 85

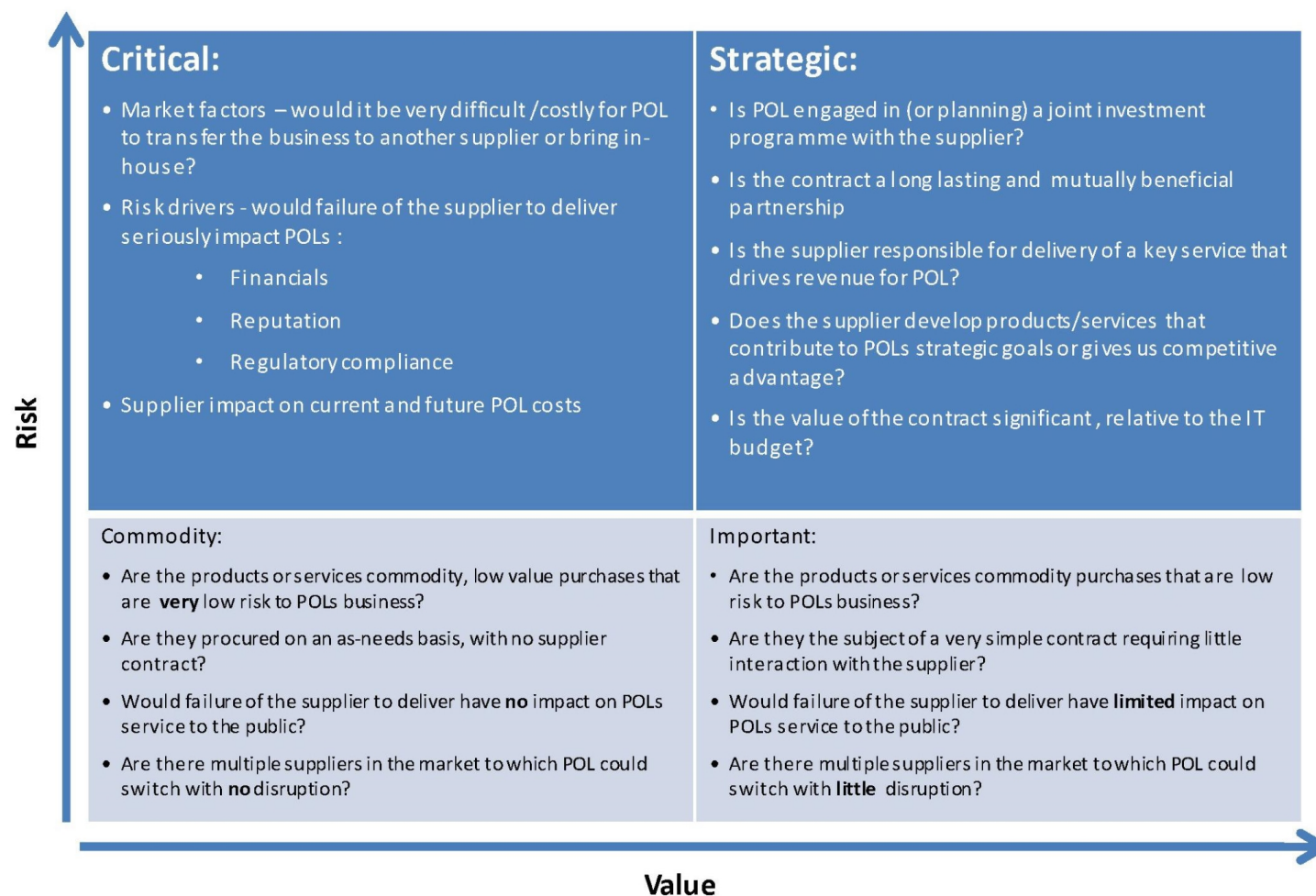
* Swindon Stock Contracts: Apigee, Outsystems, Esteem, Infor Mercia, JDA WCS, Interchange, CSM

* Dionne Harvey is on Secondment to Simon Oldnall's Team but retains Fujitsu & Cloud Services Contract Management



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Post Office Contract Categorisation Matrix: Questions to consider





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Instructions to determine Supplier Tiering

- On the slide below, consider each column in turn and the relevance of the statement in relation to your supplier
- Determine a Score for the supplier from A (1 – 10)
- Highlight the box(es) applicable – **please ensure only 1 box is highlighted on the columns (vertical) boxes**
- Total the number of highlighted boxes in each row (B)
- Multiply A X B to give you the score under column C
- Column D – Y/N, do the Contracted services have SLA's that back off to a Client Contract that could impact POL with severe financial penalties. If Y, the VM/CM at their discretion can rate the outcome of that risk (1 low – 10 high) and if deemed relevant will impact on the Tiering outcome i.e. add the score of D to column C. **Just one score to add to column C**
- Tiering will be determined Tier 1 = 56 - 70, Tier 2 = 36 - 55, Tier 3 = 16 - 35, Tier 4 = 1 – 15
- *N.B Customer: definition is as per user of the service i.e. internal users or end user e.g. Post Office customer. You should only have one highlighted in each column hence the max score would be 60*
- *Impact on Business: Please consider reputation of Post Office should the Vendor's service be adversely impacted for example*

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Tier	Performance Metrics & Monitoring	Account/ Supplier plans	Customer Satisfaction	Audit of Supplier quality processes	Price/rate card benchmarking	Participate in Technology Strategy	Joint Demand/ Capacity planning	Review/ revise Service Levels	Risk Mgt
	Frequency & level of detail	Existence, detail, update frequency	Survey & frequency	Frequency	Frequency	Frequency	Frequency	Frequency	Frequency, detail
Strategic 46 - 60	Monthly Scorecard Detail	Yes, detailed, monitored & updated quarterly	Point of use & 6 monthly executive survey	Yes, annually	Yes, annually or as in contract	Yes, quarterly technology workshops	Daily, Weekly & Monthly	Annually or as needed	Monthly, detailed action plans
Critical/ Operational 31 - 45	Monthly Scorecard Detail	Yes, less detailed, monitored 6 monthly	Point of use & 6 monthly executive survey	Yes, annually	Yes, every 2 years	Yes, 6 monthly workshops	Weekly & Monthly	Annually	Monthly
Important/ Commodity 16 - 30	Monthly Summary	No	Point of use only	Only if delivery quality an issue	At least once per contract term	At PO discretion	Quarterly or as required	Only if needed	Quarterly
Other 1 - 15	Quarterly Summary	No	None	None	None	No	If required	No	Only if needed

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Determining Strategic Vendors Instructions

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models				
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million				
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K				
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Accenture 2020

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	9	2	18	3
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	6	2	12	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	3	2	6	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

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AWS Subscription 2020 (through SCC)

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C		Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D		
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	8	1	8		
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1 Million	7	3	21		
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	1	4		
Other	Commodity	Non-Differentiated	No Impact	None	None	Negligible	1	1	1		

Barcode Warehouse 2020

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million				
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	5	20	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	1	1	

Company 85 2021

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	0	0	0	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	1	7	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	2	8	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	3	3	

Computacenter 2020

Commercially
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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	0	0	0	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	4	28	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	2	8	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	0	0	0	

DXC 2021

Commercially
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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	0	0	0	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	4	28	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	2	8	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	0	0	0	

EE 2020

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
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Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million				
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	2	3	6	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	3	3	

Fujitsu 2020

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	10	5	50	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	1	7	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K				
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Ingenico 2020

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	4	28	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K				
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	2	2	

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D	Sensitivity
Score A									(A X B) + D		
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models					
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1 Million					
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	6	24		
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible					
Total Score for example Vendor									24		

Itron 2020

Commercially
Sensitive

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	5	3	15	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	2	3	6	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

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KPMG 2021 – Relativity One

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	10	1	10	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	1	7	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	3	12	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	1	1	

KPMG 2021 – Historical Issues Remediation

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	10	4	40	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million				
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	3	2	6	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	1	1	

Microsoft 2019

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	8	1	8	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	2	14	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	3	12	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

NCC Group Escrow Ltd. Fujitsu 2021

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	3	2	6	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	4	4	

NCC (Security) 2021

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	1	6	6	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	4	16	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible		1	1	

NCR (SSK) 2020

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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	2	8	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Nettitude 2021



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Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
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Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	6	24	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Oracle 2019

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Recorded Futures 2020

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Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	3	12	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	1	3	3	

RICOH 2021

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Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	0	0	0	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	2	14	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	4	16	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible	0	0	0	

Salesforce 2019

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Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	5	2	10	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	4	16	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

SAP (inc SF) 2019

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Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	8	1	8	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	5	2	10	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	3	12	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

SCC 2019



Commercially
Sensitive

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	8	2	16	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1 Million				
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	4	16	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Commercially
Sensitive

Service Now 2019

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models				
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	3	21	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	3	12	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Siemens 2020

Commercially
Sensitive

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models				
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	5	3	15	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	2	3	6	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Commercially
Sensitive

Success Factors 2019

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	8	1	8	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1 Million	7	2	14	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K	4	2	8	
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Transtrack 2020

Commercially
Sensitive

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	9	3	27	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1 Million	7, 6, 7	3	20	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K				
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

Verizon 2020

Commercially
Sensitive

Categories	Uniqueness of Goods or Services Access to critical supplier capability	Impact on Business Impact on current and future revenue	Customer Impact	Process Integration	Collaboration POL ability to influence supplier strategy Complexity /expected continuity in relationship	Switching Cost Supplier impact on current and future POL costs Dependency on supplier	Score from column A	Number of boxes B	Number X Score C	Financial penalty risk 1 Low - 10 high D
Score A									(A X B) + D	
Strategic 8 9 10	Jointly Developed	Potentially High impact on company growth	Unique offering	Combined	Strategy Collaboration	Would require changing business models	9	3	27	
Critical Operational 5 6 7	Unique	Provides a competitive advantage	Service touches customer	Integrated	Operational Collaboration	Over 1 year or £1Million	7	3	21	
Important Commodity 2 3 4	Custom	Provides Operational Advantage	Service impacts customer indirectly	Interfaced	Data Feeds	Over 3 months or £100K				
Other 1	Commodity	Non-Differentiating	No Impact	None	None	Negligible				

COVID 19



Commercially
Sensitive

During the COVID 19 situation, IT are holding daily calls with key IT suppliers and identifying key areas to maintain BAU activity and RAG status [Daily call update during COVID 19](#)

Supplier Name	Tier
Fujitsu	1
Accenture	2
Computacenter	2
Ingenico	2
Microsoft	2
Verizon	2
NCR Ltd	3

In addition to the above we are working with **Ittron** and **Siemens** in an elevated partnership during this time