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Vested Outsourcing: Five Rules That Will Transform Outsourcing



Synopsis

Change is the new status quo in today's business world. New smart, lean and more efficient methods for increasing a company's market share and top line have been created, and the adoption of their methods and practices will be the differentiator between growth or failure in this new business environment. In *Vested Outsourcing*, supply-chain innovator and lead researcher Kate Vitasek has created a new business model that will transform outsourcing procedures the way business management strategies Six Sigma and Lean improved production processes in the 1980s and 90s. Based on a research study by the University of Tennessee with the United States Air force, Vitasek has identified the top 10 critical (and often invisible) flaws inherent in almost all outsourced business relationships. She then shows organizations how to reinvent their outsourcing relationships to ignite innovation, improve service, lower costs and increase profit. www.vestedoutsourcing.com

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Customer Reviews

The last week of October I attended an excellent three day class called "Vested Outsourcing" on the campus of the University of Tennessee. The name of this class sums up the topic and the content was delivered via fire hose. It was a fast-paced three day program where a lot of ground was covered. The U of T's Center for Executive Education has a first class facility and knows how to put on a good program for professionals. The premise of *Vested Outsourcing* is based upon behavioral economics, game theory and field research. Simply stated, the goal is to create a "win-win"

relationship. Adam Smith's tenet that the best results are achieved when individuals in an organization or group strive for the best results for themselves was challenged by John Forbes Nash, a winner of the Nobel Prize for Economic Sciences in 1994. Nash concluded that Adam Smith's premise was not incorrect, but incomplete. Not only should the individual seek the best results for themselves, they should also consider what is best for the organization or group if they wish to achieve a true "win-win" outcome. Vested Outsourcing is built around results instead of transactions where incentives are used to motivate the parties to achieve higher levels of efficiency. The key to success is to build a foundation based upon trust. As presented in the class, Vested Outsourcing is primarily designed for use in large complex projects. Many of the critical success elements cut across all sizes of outsourcing projects making this class an excellent learning opportunity for both large and small businesses. I have begun looking at our client relationships in a different context as a result of what I learned in the class.

It has happened once before to me where in a brief period of time two individuals from two different organizations have recommended reading the same book. With the title of "Vested Outsourcing - Five rules That Will Transform Outsourcing", and having been in the business of selling outsourcing or some other type of business service for most of my career, this book was a must read for me - Kate Vitasek is really onto something. As Kate Vitasek and her two co-authors point out, and I have seen first-hand, traditionally customers turn to outsourcing, the transfer of a process or function to an external partner, typically in order to reduce costs (for the record, this does not necessarily mean off-shoring), yet the goal of the service provider is to increase the size of the contract. Furthermore, while companies often outsource to take advantage of a provider's expertise, they are often closed minded to changing the way work is performed. Instead they should follow the lead of companies that are aggressive outsourcers who turn to their outsource providers as a source of innovation, especially as it relates to operational efficiency and effectiveness. A great point that is hammered home throughout the book is that outsourcers should focus on outcomes, not activities or transactions, or the "what" not the "how". The goal of vested outsourcing is for the customer (the outsourcer) to reduce cost and increase service levels and for the service provider to improve its profits.

Kate, Mike and Karl are really gifted people, smart, knowledgeable and experts in the Supply Chain. Since we share many clients in common, I see the book on many desks and know that the concepts and methods described in the book will be embraced by many in the field, and that will be a good

thing. The concepts get to the heart of the complaints I hear from my clients about the way they are treated by their customers, and the problems that spring from the treatment. There wasn't a lot of new ground broken in the book, and in fact, most of the book is just plain common sense. Most brilliant books are. However, the real genius is the way they bring it all together and get very granular in the description of "how" to do it. The concepts have been around individually for years. This is a great attempt to connect the dots. Many of the people that read the book are going to get lost in the weeds of the details, however and miss the key point. In fact, I am not even sure Kate and Karl realize what the really brilliant key point is in the book. The key point appears in some form on page 101, third paragraph. It is "...let suppliers help solve the problems. In many cases they know what you do not know that you do not know." Confusing grammar aside, this is really brilliant and gets to the part that most third party logistics owners and principals miss in the business development process. In the end, all outsourced labors are consulting gigs, and all the principals are consultants, whether they want to be called that or not. It doesn't matter whether a service provider has millions of square feet of warehouse space and hundreds of trucks and trailers. The value they add is not in the labor they do, but the expertise they bring to the table.

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