

Services Procurement Management – Middle East Program United Arab Emirates, Saudi Arabia & Qatar

Challenge

A global technology and manufacturing company required a Services Procurement Management (SPM) solution that would ensure external suppliers' eligibility based on country-specific legal requirements in three Middle East countries: the United Arab Emirates (UAE), Saudi Arabia and Qatar.

In the Middle East, there are severe fines for providing services to locations if the supplier is not properly licensed. However, each country has complicated legal requirements that impact the ability of service providers to operate within their jurisdictions and these can be difficult to manage when large numbers of multi-national providers are involved.

For example, the UAE is broken down into numerous geographical Authorities within each of the country's seven Emirates. These Authorities have distinct licensing, operating and tax standards. Meanwhile, the country's largest city, Dubai, is broken down into additional Authorities. Any entity operating within an Emirati Authority's jurisdiction must operate under a Trade License issued by that Authority. In addition, foreign entities can only work within mainland Dubai with the support of a local sponsor.

Saudi Arabia and Qatar are slightly less complicated in that they each have only a single licensing requirement, but the issues related to authorization to operate are similar. Given regulatory complexities and the company's significant presence in the Middle East, an in-depth supplier evaluation program was needed that could qualify the 41 different vendors operating in the region.

THE MIDDLE EAST PROGRAM IS PART OF A LARGER GLOBAL PROGRAM DESIGNED TO TRACK AND MANAGE LICENSING, DOCUMENTATION, SECURITY AND ON- AND OFF-BOARDING FOR APPROXIMATELY 15,000 EXTERNAL WORKERS WORLDWIDE.

Solution

TAPFIN developed an in-depth supplier qualification solution designed to maximize efficiencies. It is a full-scale solution that includes review and approval of SOWs, validation of licensing and credentials, and supplier/worker on- and off-boarding. To prepare in-country managers for the effort, TAPFIN also developed training materials, full presentation decks and end-user guides for managers, suppliers, and the program offices.

The process is a hybrid model of both automated and hands-on effort. For example, TAPFIN mapped licensing requirements for each Emirate and their Authorities to client locations. The TAPFIN team then verifies currency of licenses and validates suppliers directly to ensure they provide services only to those locations where they are legally authorized to do so. The team uses Fieldglass Supplier Qualification functionality to validate supplier licensing, allowing TAPFIN to establish controls on the process and mitigate client risk.

TAPFIN also developed an automated process for distributing statement of work requests to all suppliers that can legally provide the requested service. Before receiving an SOW request, suppliers must prove they are legally authorized with validated licenses and permits to provide services to the specified geographical location.

The model is also supplier-funded, meaning no additional costs are incurred by the company.

Impact and Key Metrics

While the overall goal of the program is to ensure regulatory compliance, the built-in efficiencies have brought about additional benefits, such as:

- Decreased risk by establishing an auditable “System of Record” by instituting standardized agreements and tracking supplier licensing credentials
- Improved client/vendor interactions via online tracking of project milestones and deliverables
- Reduced account support costs due to streamlined administrative processes
- Increased quality through real-time visibility of vendor’s performance against KPIs

79 Countries

18,000+ Contractors

1,300+ Suppliers total

1,000+ Suppliers in live countries performing on/off boarding of workers

VMS Technology:
Fieldglass

MANAGED SERVICE
MODEL

Hybrid model (supplier funded in live program countries and client funded for all others)

COUNTRIES

24 Live program countries (as of October 2015): United States, Canada, Mexico, Puerto Rico, Argentina, Brazil, Chile, Columbia, Trinidad & Tobago, United Kingdom, Ireland, Belgium, Germany, Netherlands, Czech Republic, Romania, Switzerland, Italy, France, India, China, Malaysia, Australia, New Zealand, United Arab Emirates, Saudi Arabia.

58 Additional non-live program countries

- Lower incidence of inaccurate billings
- Lower rates through simplified competitive bid process
- Increased contract compliance
- Increased efficiency due to consistent use of standard engagement templates (SOWs, NDAs)
- Improved visibility and control of labor spend through requested services
- Competition among suppliers to drive improved value (quality, cost, speed)
- Currently, 41 vendors are in the process of validation

About ManpowerGroup Solutions

TAPFIN is a leading managed service provider (MSP) dedicated to the innovation and delivery of innovative workforce management solutions worldwide. TAPFIN's customized, scalable MSP solutions for contingent and project-based spend are instrumental in driving process, performance and productivity improvements across the client organization while providing risk mitigation and overall cost reduction. Part of ManpowerGroup Solutions, the outsourced services offering from ManpowerGroup, TAPFIN offers a complete suite of workforce management solutions that fully leverage a blend of global expertise and local knowledge.

For more information, visit [TAPFIN.com](https://www.tapfin.com)