Vendor Management Plan

for Natural Gas Distribution

A red and black logo

Description automatically generated

MGMT-6063-(01)-24W

|  |  |
| --- | --- |
| M12- Group Assignment - Group 07 | |
| Hitenkumar Patel  Terin Chacko  S M Rakibul Basher  Gihan Shamike Liyanage | 1120292  1117845  1168369  1142109 |

Submitted for: Prof. Mona Brennan-Coles

Submitted Date: 03/04/2024

**Vendor Management Plan**

|  |  |
| --- | --- |
| PROJECT NAME | Natural Gas Distribution |
| PERFORMING DIVISION | The Procurement Department |
| PERFORMING GROUP | Group 07 |
|  |  |

Prepared by

|  |  |
| --- | --- |
| DCOUMENT OWNERS | Gihan Shamike - 1142109  Terin Chacko - 1117845  S M Rakibul Basher- 1168369  Hitenkumar Patel - 1120292 |

Procurement Plan Version Control

|  |  |  |  |
| --- | --- | --- | --- |
| VERSION | DATE | AUTHOR | CHANGE DESCRIPTION |
| 1.0 | 24/04/03 | Gihan Shamike - 1142109  Terin Chacko - 1117845  S M Rakibul Basher- 1168369  Hitenkumar Patel - 1120292 |  |
|  |  |  |  |

*… Adapted from*

*Vendor Management Program*

*Jerry Bishop The Higher Ed CIO*

*and*

*Effective Vendor Management – Your Guide for 2018*

*Ian Bryce*

Table of Contents

[1. VENDOR MANAGEMENT PLAN PURPOSE 3](#_Toc163058371)

[2. DEVELOPING A VENDOR MANAGEMENT PLAN 3](#_Toc163058372)

[2.1. Issues Impacting Vendor Relationships 3](#_Toc163058373)

[2.2. Roles and Responsibilities 6](#_Toc163058374)

[2.3. Vendor Selection 8](#_Toc163058375)

[3. VENDOR MANAGEMENT 9](#_Toc163058376)

[3.1. Relationship Management 9](#_Toc163058377)

[3.2. Contract Management 12](#_Toc163058378)

[3.3. Performance Management 14](#_Toc163058379)

[3.4. Risk Management 15](#_Toc163058380)

[3.5. Balanced Scorecard 16](#_Toc163058381)

[4. APPROVALS 17](#_Toc163058382)

[5. REFERENCES 18](#_Toc163058383)

## VENDOR MANAGEMENT PLAN PURPOSE

In order to maintain alignment with corporate goals, objectives, and needs, a vendor management plan is a structured framework that describes the strategies, processes, and procedures for choosing, managing, and supervising vendors or suppliers. It acts as a guide for establishing and preserving solid, cooperative relationships with suppliers, promoting efficient communication, controlling risks, and guaranteeing the provision of high-quality goods or services.

Importance for the Buyer:

1**. Strategic Alignment:** A well-defined Vendor Management Plan helps align vendor capabilities with organizational objectives by guaranteeing that the selected suppliers can successfully support and contribute to the success of the organization's operations and initiatives.

2**. Risk Mitigation:** By assisting in the identification, assessment, and mitigation of vendor relationship risks, the method helps to reduce the likelihood of disruptions, failures, or monetary losses. It accomplishes this by establishing clear standards, KPIs, and performance metrics.

3**. Cost Optimization:** By using competitive bidding, negotiation, and ongoing performance monitoring, the method allows for cost-effective vendor selection and management while optimizing the value created from vendor relationships and investments.

4. **Operational Efficiency:** Standardized procedures, simplified processes, and effective communication channels enhance productivity, collaboration, and efficiency both inside the organization and with external vendors.

5. **Continuous Improvement:** Regular performance reviews, feedback collection, and post-implementation evaluations enable innovation, and flexibility in response to changing market conditions, technical advancements, and organizational expectations.

## DEVELOPING A VENDOR MANAGEMENT PLAN

## Issues Impacting Vendor Relationships

1. Understand Past Relationships:

**Analysis:**

Knowing past interactions with suppliers offers important information about what has and hasn't worked, as well as how to enhance future cooperation. Previous encounters may provide information regarding vendor performance, dependability, compliance with safety and environmental standards, and overall impact on the efficacy and efficiency of the supply chain in the natural gas distribution business.

**Recommendation:**

Perform a thorough study and analysis of previous vendor relationships, taking into account comments, performance reviews, problems encountered, and learned lessons. Examine patterns, trends, and opportunities for expansion to guide future vendor selections, management plans, and relationship-building initiatives. Make use of this information to create specifications, benchmarks, and selection criteria for suppliers that are in line with the objectives, guiding principles, and accepted practices in the sector.

2. Treat Your Relationship as a Journey, Not an Event:

**Analysis:**

Developing and preserving solid, cooperative relationships with vendors is a continual process that involves constant work, dedication, and communication. In the natural gas distribution sector, the significance of long-term cooperation, trust, and bilateral development is shown by seeing vendor relationships as a journey. Supply chain dependability, safety, and compliance are critical factors in this context.

**Recommendation:**  
Create a long-term strategic partnership strategy for managing vendors that is centered on establishing mutual respect, encouraging teamwork, and accomplishing common goals and objectives. To establish an honest and open discussion with suppliers, set up frequent meetings, feedback channels, and clear communication channels. Invest in chances for growth, training, and relationship-building to improve commitment, respect, and understanding between people. It is vital to consistently assess, analyze, and modify tactics, procedures, and performance indicators to guarantee conformity with changing market patterns, corporate requirements, and vendor capabilities.

3. Know Your Company’s Reciprocal Relationships:

**Analysis:**

To ensure alignment, collaboration, and mutual support, it is essential to comprehend and manage reciprocal connections with vendors as well as with departments, teams, and stakeholders inside the business. Reciprocal links may improve coordination, efficiency, and effectiveness across the supply chain of the natural gas distribution business since they involve several common tasks and interdependencies.

**Recommendation:**

Reciprocal relationships inside the company and with suppliers may be mapped and analyzed to find important individuals, connections, dependencies, and areas where support and cooperation can be provided. To promote effective coordination, collaboration, and alignment, clearly identify roles, responsibilities, expectations, and communication routes. Foster an environment of responsibility, transparency, and respect for one another in order to increase involvement, trust, and the formation of relationships. Promote and support cross-functional cooperation, information exchange, and problem-solving to take use of group skills, assets, and talents to accomplish shared objectives and promote ongoing development.

4. Focus on Managing a Dynamic Strategy:

**Analysis:**

It's critical to be adaptable and aware of shifting market conditions, industry trends, regulatory requirements, and organizational expectations while implementing a dynamic strategy. Organizations may adapt, grow, and prosper in a competitive and quickly changing market by taking a dynamic approach to vendor management in the natural gas distribution sector—where operational excellence, innovation, and sustainability are crucial success factors.

**Recommendation:**

Formulate and execute a flexible, dynamic vendor management plan that promotes the strategic aims and objectives of the organization. Trends, opportunities, and difficulties that are observed, assessed, and dealt with affect vendor selection, engagement, and performance management initiatives in the natural gas distribution sector. Invest in technology, data analytics, and digital transformation to improve the visibility, transparency, and decision-making capabilities of the supply chain. Foster an environment that is suitable for continuous learning, creativity, and enhancement in order to stimulate the trial, examination, and assimilation of creative methods, innovations, and effective procedures.

5. Know What Good Looks Like:

**Analysis:**

Establishing accurate, measurable, and attainable criteria, benchmarks, and expectations for vendor performance, collaboration, and relationship-building are necessary to determine what "good" looks like. Understanding what defines "good" performance, quality, and value from vendors is crucial for promoting excellence, accountability, and continuous improvement in the natural gas distribution sector, where sustainability, safety, compliance, and dependability are crucial success factors.

**Recommendation:**

To assess and monitor the value, performance, and quality of suppliers, clearly define performance metrics, KPIs, benchmarks, and standards. Together with key stakeholders, such as departments, teams inside the organization, and outside partners, establish and prioritize criteria, needs, and expectations for the selection, management, and engagement of suppliers. In order to identify areas for development, acknowledge accomplishments, and make wise decisions, periodically track, evaluate, and analyze vendor performance in relation to certain metrics, benchmarks, and standards. Through education, training, and performance evaluations, awareness of these standards, expectations, and benchmarks among all parties involved in supply chain management and vendor relationships.

## Roles and Responsibilities

In the implementation and maintenance of Vendor Management for the supply chain improvement project in the natural gas distribution industry, the following roles and responsibilities are crucial:

|  |  |  |
| --- | --- | --- |
| **Role** | **Tasks** | **Responsibilities** |
| Chief Supply Chain Officer (CSCO) - Keva Tokaib | Oversees the entire project and provides strategic direction. | * Approve vendor selection criteria and final vendor choice. * Ensure alignment of vendor management activities with organizational goals. * Resolve escalated issues and provide guidance to the team. |
| Director of Procurement - Oku Vurika | Leads the procurement team responsible for selecting and managing the vendor. | * Develop vendor selection criteria in collaboration with project stakeholders. * Oversee vendor contract negotiations and ensure compliance with procurement policies. * Monitor vendor performance throughout the project duration. |
| Project Manager | Leads the day-to-day implementation of the vendor management plan. | * Develop and maintain project timelines, budgets, and deliverables. * Coordinate communication between stakeholders and the vendor. * Monitor project progress and address any issues or risks. |
| Vendor Management Team | Ensures effective communication and collaboration with the chosen vendor. | * Liaise with the vendor to identify supply chain improvement opportunities. * Collaborate with internal teams to implement vendor recommendations. * Monitor and evaluate vendor performance post-implementation. |
| Subject Matter Experts (SMEs) | Provide specialized knowledge and guidance related to supply chain issues. | * Assist in identifying supply chain improvement opportunities. * Review and validate vendor recommendations and implementation plans. * Provide training and support to employees on new processes or technologies. |
| Finance Department | Manages financial aspects related to the vendor contract and project budget. | * Review vendor proposals and negotiate pricing terms. * Track project expenditures and ensure adherence to budget constraints. * Approve payments to the vendor based on deliverables and milestones. |
| Human Resources Department | Supports organizational change management efforts related to the project. | * Communicate project objectives and changes to employees. * Provide training and development opportunities to enhance employee skills. * Address any employee concerns or resistance to change. |

RACI Chart

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role/Task** | **Responsible** | **Accountable** | **Consulted** | **Informed** |
| Develop vendor selection criteria | Director of Procurement | CSCO | Project Manager, SMEs | Finance Department, HR Department |
| Vendor contract negotiations | Director of Procurement | CSCO | Project Manager | Finance Department |
| Monitor vendor performance | Project Manager | CSCO | Director of Procurement | Vendor Management Team |
| Coordinate communication with stakeholders | Project Manager | CSCO | Vendor Management Team, SMEs | HR Department |
| Review and validate vendor recommendations | SMEs | CSCO | Director of Procurement | Project Manager |
| Track project expenditures | Finance Department | CSCO | Director of Procurement | Project Manager |
| Communicate project objectives to employees | HR Department | CSCO | Project Manager | - |

This RACI chart ensures clarity regarding roles and responsibilities, facilitating effective communication and accountability throughout the project.

## Vendor Selection

In the procurement process for selecting vendors for the supply chain improvement project in the natural gas distribution industry, a comprehensive approach will be adopted to ensure that the chosen vendor aligns with the project's objectives and requirements. Below are the steps involved in the vendor selection process along with examples and tools that could be utilized:

1. Identify Project Requirements:

* **Case**: The project may require expertise in supply chain optimization, data analytics, and change management.
* **Tools**: Stakeholder interviews, internal process analysis, and benchmarking against industry standards can help identify specific project requirements.

1. Develop Vendor Selection Criteria:

* **Case**: Criteria may include vendor experience in similar projects, technical expertise, financial stability, and cultural fit.
* **Tools**: A scoring matrix or decision matrix can be used to objectively evaluate potential vendors based on predefined criteria.

1. Market Research and Vendor Shortlisting:

* **Case**: Research potential vendors through industry publications, online directories, and referrals. Shortlist vendors based on their alignment with the selection criteria.
* **Tools**: Online vendor databases, industry reports, and professional networks can aid in identifying potential vendors.

1. Request for Proposal (RFP) or Request for Information (RFI):

* **Case**: Prepare an RFP or RFI document outlining project requirements, evaluation criteria, and submission guidelines.
* **Tools**: Procurement software platforms can streamline the RFP/RFI process by automating document creation, distribution, and response tracking.

1. Vendor Evaluation and Selection:

* **Case**: Evaluate vendor proposals based on the defined criteria, conduct interviews or presentations with shortlisted vendors, and select the vendor that best meets the project needs.
* **Tools**: Evaluation templates, scoring rubrics, and decision matrices can facilitate the comparison of vendor proposals and aid in the selection process.

1. Due Diligence and Contract Negotiation:

* **Case**: Conduct background checks, verify references, and negotiate contract terms and pricing with the selected vendor.
* **Tools**: Contract management software, legal review tools, and financial analysis tools can assist in due diligence and contract negotiation processes.

1. Final Vendor Selection:

* **Case**: Confirm the selection of the vendor based on the evaluation outcomes and finalize the contract agreement.
* **Tools**: Project management software can help track and document the final vendor selection process, including contract signing and vendor onboarding.

1. Continuous Monitoring and Evaluation:

* **Case**: Establish key performance indicators (KPIs) and monitoring mechanisms to track vendor performance throughout the project lifecycle.
* **Tools**: Vendor management software, dashboards, and performance scorecards can provide real-time visibility into vendor performance metrics.

By following a structured vendor selection process and leveraging appropriate tools and techniques, the organization can ensure the identification and engagement of a capable vendor partner for the supply chain improvement project.

## VENDOR MANAGEMENT

## Relationship Management

**Why Vendor Relationship Management (VRM) is crucial for Ankita Xator’s Supply chain Project.**

Although the preceding instance centered on the distribution of natural gas, VRM is equally important for Akita Xator's supply chain enhancement project for various reasons:

* Project Complexity and Long Duration: The project requires a solid vendor connection due to its dynamic and complicated nature and its two-year timeline. For projects to succeed, collaborative thinking and open communication are crucial in overcoming unexpected challenges.
* Strategic collaboration: This project necessitates a strategic collaboration, in contrast to previous vendor relationships. The selected vendor works as an extension of your team, finding and executing major supply chain enhancements.
* Stakeholder Management: There will be a large number of participants. By encouraging good communication and teamwork among all stakeholders, VRM guarantees everybody is on the same page about the project's objectives and makes execution easier.
* Risk Mitigation: Risks can arise when significant changes are made to the supply chain. With VRM, you may collaborate with the supplier in a proactive manner to recognize and address possible risks earlier than they block progress.
* Transfer of Information and Staff Education: Teaching staff members new procedures and tactics will be a major responsibility of the vendor. For successful for a long-time adoption, a strong partnership guarantees effective information transmission and clear communication.

**Creating and Preserving a Fruitful Partnership with the Consultant Firm:**

The following are some procedures you can put in place to create and preserve a fruitful working relationship with the selected consulting firm:

1. Joint Contract Creation:

* Transcend the conventional vendor-client relationship.
* Create a cooperative agreement that specifies roles, objectives, and success criteria.
* Incorporate settlement procedures, management of change procedures, and explicit methods for communication.

1. Dedicated Project Team:

* Within your company, form a specialized project team under the direction of a project manager.
* The consulting firm's main point for communication is going to be this group of individuals.
* Enhancing stakeholder participation and internal interaction will also fall within the purview of the team.

1. Frequent Updates and Evaluations on Progress:

* Arrange for regular meetings with the consulting firm to go over the status, work through issues, and make sure everything is in line.
* Establish precise measurements and reporting frameworks to monitor how the project is progressing toward its objectives.
* Conduct routine performance evaluations to see what needs to be improved and to gauge how well the consulting firm is doing its job.

1. Together with training sessions, workshops:

* Plan meetings and seminars where your staff can learn from the consulting firm's experience.
* By doing this, trust is established, information is shared, and staff support for modifications is increased.

1. Connection Administration:

* Appoint a top leader in your company to be the advisory firm's dedicated connection manager.
* This person will be in charge of maintaining a cordial working environment and resolving any issues that may come up.

**In order to effectively manage the relationship with the consulting firm, the project manager is essential.**

* Leads Project Execution: Project Managers are responsible for supervising all facets of project execution, including budgetary, schedule, and scope compliance.
* Interaction Hub: Facilitates interaction between the in-house staff and the vendor, acting as the main point for communicating with the consulting business.
* Problem Solving: Recognizes and addresses problems that come up while a project is being carried out, cooperating with a consultant to discover answers.
* Stakeholder Management: Managing expectations and communicating with all parties involved, such as Akita Xator, Keva Tokaib, Oku Vurika, and other internal teams, is known as stakeholder management.
* Partnership Champion: Promotes cooperation and trust between the vendor and the project team throughout the project's duration.

We can guarantee a fruitful collaboration with the consulting company by putting in place a strong VRM strategy, a committed project team, and straightforward communication procedures. In the end, this will result in a stronger and more effective supply chain, giving Akita Xator's business the benefits that are intended.

Answering the Questions (Issues 1, 4, 5, 7, and 8) Raised by Akita Xator:

* Internal Alignment (Issue 1): By encouraging departmental interaction and cooperation, the committed project team makes sure that there is internal agreement.
* Issues 4 and 5: Collaboration and Transparency Solid reporting lines, frequent meetings, and a collaborative communication strategy all help to foster open dialogue and clarity across the project.
* Divergent Expectations (Issue 7): A cooperative contract is developed to guarantee that all parties understand each other's aims, duties, and expectations.
* Issue 8: Management of relationships Positive working relationships and trust are fostered by having a designated relationship manager and implementing robust communication mechanisms.

By taking these actions, Akita Xator's worries will be allayed and the path to a fruitful and advantageous collaboration with the selected consulting firm will be cleared.

## Contract Management

**Here's how to create an agreement for our supply chain improvement project involving natural gas distribution that makes it easier to close and extend contracts:**

1. Extensions of Contracts:

* Extensions Based on Performance:
* With the possibility to extend for subsequent terms (e.g., one-year increments) depending on pre-specified performance criteria, the first contract term should cover a set duration (e.g., one year).
* Achieving targeted cost reductions, completing a predetermined number of subprojects successfully, or improving key performance indicators (KPIs) like levels of stock or delivery timeframes are a few examples of these measures.
* Quarterly or biennial performance assessments must be carried out on a regular basis in order to evaluate advancement and ascertain eligibility for prolongation.
* Scope Creep Management:
* The initial project scope, including the number of projected subprojects, should be explicitly defined in the contract.
* It is advisable to set up a change order procedure to manage any unanticipated scope modifications that might require an extension.
* This procedure should specify how to gain both parties' written consent before changing the scope of the project or making other modifications to the budget, schedule, or possibly even the length of the contract.

1. Contract Closure:

* Points to Consider When Starting a Contract Closure:
* Project Completion: The successful completion of all agreed-upon subprojects within the allotted timeframe serves as the main milestone for contract closure.
* Performance Goals Met: If the project achieves the targeted performance gains as shown by the KPIs, contract closure may take place.
* Mutual Agreement: Should unanticipatedly events or a shift in priorities call for it, the parties may decide to end the contract early.

Procedure for Contract Termination:

1. Formal communication: Written communication with a stated ending period (for instance, 30 days) must be sent to the other party by the party seeking closure (client or vendor).
2. Deliverables and Paperwork: Prior to project completion, the vendor is required to make sure that all project-related deliverables, reports, and documentation are sent to the client.
3. Full Payment and Close-Out: The vendor receives the final payment, and the agreement is formally concluded following the complete fulfillment of deliverables and project closure processes.
4. Post-Closure Monitoring (Optional): To guarantee ongoing performance improvements, think about incorporating a post-closure monitoring period (e.g., three months) for important sub-projects.

Distribution Considerations for Natural Gas:

* Regulatory Compliance: It should be made clear in the contract that the vendor's services must abide by all applicable laws and safety guidelines controlling the distribution of natural gas.
* Data Security: The contract should include comprehensive data safety terms defining data handling procedures, access controls, and potential data breach processes because the project could include confidential information concerning the vendor's natural gas distribution system.

In the context of your natural gas distribution supply chain improvement project, you may assure an adaptable framework that supports effective project implementation, potential extension possibilities depending on performance, and a clear procedure for concluding the contract by including these components in the contract.

## Performance Management

**Introduction**

Effective oversight of vendor performance plays a role in ensuring that businesses stay on track with their overarching objectives, controlling expenses, streamlining operations, and fostering enhancements. Through the establishment of benchmarks key performance indicators (KPIs) and metrics for evaluation companies can. Address potential risks linked to vendor partnerships to guarantee the delivery of top-notch products or services. The method of overseeing performance differs among types of vendors - Strategic, Important and Tactical, each demanding a customized approach to align with the company’s goals and anticipated outcomes.

|  |  |
| --- | --- |
| **Vendor segment** | **Performance Management Approach** |
| Strategic | * Regularly conduct evaluations to ensure vendor performance is in line with the organization’s long-term objectives. * Develop service level agreements (SLAs) and key performance indicators (KPIs) emphasizing innovation, quality, and strategic value enhancement. * Organize planning and troubleshooting meetings to promote ongoing enhancements and tackle intricate issues. |
| Important | * Regularly assess performance based on measures to maintain standards of operation. * Emphasize cost efficiency and effectiveness streamlining procedures, for shared advantages. * Promote the exchange of methods. Cultivate a teamwork-oriented strategy, for addressing challenges. |
| Tactical | * Keep an eye on how things are going to make sure they meet the basic service standards and agreed upon requirements. * Use simple measurements that emphasize dependability and quick service. * Conduct regular evaluations to cut costs and enhance operations though with a stronger emphasis, on transactional interactions. |

**Conclusion**

Performance management plays a role in vendor management helping organizations handle the intricacies of different vendor partnerships. By customizing the strategy based on the characteristics and significance of each vendor segment businesses can reduce risks. Uncover opportunities for growth fostering creativity and efficiency throughout the supply chain. Through monitoring, assessment and cooperation companies can guarantee that their relationships with vendors align with their goals and contribute to their overall prosperity.

## Risk Management

**Introduction**

Managing risks in vendor relationships is crucial for safeguarding the interests of an organization, ensuring the reliability of the supply chain and upholding service quality. This process entails recognizing, evaluating, and reducing risks linked to interactions with vendors, which could include instability, compliance with regulations or failure to fulfill contractual obligations. Effective risk management involves addressing issues to minimize any adverse effects on the organization’s operations and strategic objectives. Each vendor category, Strategic, Important and Tactical poses risks that call for customized risk management strategies to protect the integrity of procurement processes and project results.

|  |  |
| --- | --- |
| **Vendor Segment** | **Risk Management Approach** |
| Strategic | * Make sure to do a check covering stability, reputation, and compliance. * Set up solid contracts, with precise terms for performance, confidentiality and resolving disputes. * Have frequent meetings to align strategies and prepare for potential risks linked to market shifts, tech developments or changes in plans. * Build partnerships to identify risks and work, on solutions collaboratively. |
| Important | * Conduct routine evaluations of performance and compliance to guarantee alignment, with established standards and regulations. * Create strategies and continuity plans that prioritize supply chain operations. * Establish performance indicators. Monitoring mechanisms to promptly detect and resolve potential risks. * Diversify vendor relationships to reduce the vulnerability associated with relying on a sole provider. |
| Tactical | * Use standardized agreements, with service level commitments and consequences for failing to meet them. * Assess risks related to operations and delivery. * Have efficient plans in place to replace vendors quickly for essential supply requirements. * Simplify purchasing procedures to minimize complications and the risk of mistakes or delays. |

**Conclusion**

Managing risks is an aspect of vendor management especially in intricate projects where the performance of each vendor directly impacts the project’s success. Organizations can reduce the risks associated with procurement activities by taking a segment specific approach to risk management. Strategic vendors require alignment and partnership focus key vendors demand excellence and compliance while tactical vendors need efficiency and reliability. By planning, monitoring and actively engaging with vendors, organizations can navigate procurement risks to ensure project goals are achieved smoothly. This holistic risk management approach, across all vendor segments strengthens project resilience. Supports the realization of objectives.

## Balanced Scorecard

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Perspective** | **Objective** | **Measurement** | **Target** | **Initiative** |
| Financial | Cost Optimization | * Cost savings percentage * ROI from vendor services | * Reduce procurement costs by 10%. * Achieve ROI of 15%. | * Implement strategic sourcing. * Optimize logistics and inventory management. |
| Customer | Enhance service reliability | * Customer outage minutes. * Service restoration time. | * Reduce outage minutes by 20%. * Restore services within 1 hour. | * Strength supply chain resilience. * Enhance emergency response plans. |
| Internal Process | Improve safety and compliance | * Number of safety incidents. * Compliance rate with regulatory standards. | * Zero safety incidents. * 100% compliance rate. | * Conduct regular safety audits. * Continuous training on compliance and safety. |
| Learning and growth | Develop Technical Expertise and Innovation | * Number of staff trained in new technologies. * Innovative project implemented with vendors. | * Train 75% of staff annually. * Implement 2 innovation projects per year. | * Invest in technology training programs. * Foster partnerships for innovation in gas distribution. |

## APPROVALS

Prepared by Hitenkumar Patel

(Project Manager)

Approved by Mona Brennan Coles

(Project Sponsor)

Approval Date: April 3, 2024

## REFERENCES

1. Bishop, Randy. 2023. *Vendor Contract Management: Procurement Guide + Tips [2023].* July 06. https://www.contractsafe.com/blog/vendor-contract-management.
2. Duff, John. 2024. *15 Vendor Relationship Management Tips to Increase Procurement ROI.* Jan 23. https://www.thomsondata.com/blog/vendor-relationship-management/.
3. Maryam Hamedi, Reza Zanjirani Farahani, Mohammad Moattar Husseini. 2009. *A distribution planning model for natural gas supply chain.* March . https://www.sciencedirect.com/science/article/abs/pii/S0301421508005843.
4. Parr, Alastair. 2022. *Vendor Contract Management: The Definitive Guide.* April 27. https://www.prevalent.net/blog/vendor-contract-management/.
5. Rogers, Tom. 2021. *6 Responsibilities of the Procurement Project Manager.* Feb. https://vendorcentric.com/single-post/6-Responsibilities-of-the-Procurement-Project-Manager/#:~:text=The%20Project%20Manager%E2%80%99s%20role%20is%20to%20ensure%20each,get%20questions%20answered%2C%20and%20facilitate%20the%20contracting%20process.
6. Roy, Shashwati. 2023. *Procurement Management & The Project Manager’s Role In The Project Life Cycle.* Jul 07. https://thedigitalprojectmanager.com/projects/managing-procurements/procurement-management/.
7. n.d. *The Complete Guide to Vendor Termination Process and Termination Clauses: Everything You Need to Know.* https://miamicloud.com/vendor-termination-process-mastering-termination-clauses-for-vendor-contracts/.
8. Len Riley (Nov 13, 2017): The top 10 internal issues impacting vendor relations.: <https://www.cio.com/article/227927/the-top-10-internal-issues-impacting-vendor-relations.html>
9. HCM Works (23 Sep 2015): WHAT IS VENDOR MANAGEMENT? : <https://www.hcmworks.com/blog/what-is-vendor-management>
10. Diana Ramos | April 19, 2017 (updated November 17, 2021): Definitive Guide to Vendor Risk Management: <https://www.smartsheet.com/vendor-risk-management-strategy-and-tips>
11. Ian Bryce (Dec 18, 2023): How to Manage Vendors in 2024: <https://www.gatekeeperhq.com/blog/how-to-manage-vendors>
12. Kunjal Suri(Jun 15, 2023:Last Modified: Jan 2, 2024): Vendor Management 101: Best Practices and Key Considerations: <https://www.zycus.com/blog/supplier-management/vendor-management-101-best-practices-and-key-considerations>
13. Del Vecchio, L. (2024, February 19). *Vendor Performance Management*. Planergy Software. <https://planergy.com/blog/vendor-performance-management/>
14. Ramos, D. (n.d.). Peak Performance Guide to Vendor Management. *Smartsheet*. <https://www.smartsheet.com/content/vendor-management>
15. Kless, M. (2018, November 29). *Vendor Performance Management: A 360 degree approach to enterprise value strategy*. Compliance Education Institute. <https://compliance-edu.com/vendor-performance-management-a-360-degree-approach-to-enterprise-value-strategy/>
16. https://publications.anl.gov/anlpubs/2008/02/61034.pdf
17. (2021). *Low-Pressure Natural Gas Distribution Pipelines - Roles and Responsibilities.* Government of Alberta. Retrieved from https://open.alberta.ca/dataset/4de4b67b-f293-4aa4-82e1-c13aa38efd70/resource/00cef225-fcad-418b-85ec-ced267105705/download/af-low-pressure-natural-gas-distribution-pipelines-roles-responsibilities.pdf