BENTLEY MOORE EXECUTIVE

Supplier Exit Consulting Services

Introduction

Supplier Exit is the structured process through which an organisation ends its commercial and service-delivery relationship with a third-party supplier. In today's environment, characterised by increasingly complex technology estates, multi-supplier models, cloud adoption, diverse commercial arrangements, and heightened information-security requirements, the ability to conduct an orderly, risk-managed Supplier Exit has become critical.

An effective Supplier Exit ensures continuity of service, protects organisational data and assets, manages people impacts (including potential TUPE considerations), and safeguards the organisation's commercial, operational, and regulatory position.

Poorly executed exits result in operational disruption, unmanaged risk, financial loss, legal exposure, and long-term detriment to business continuity.
Bentley Moore Executive provides specialist Supplier Exit Consulting Services to manage, plan, govern, and deliver the exit process end-to-end.

The Supplier Exit Challenge

Supplier Exit is one of the most complex activities an organisation can undertake.

Typical challenges include:

1. Complexity of Supplier Ecosystems

Most organisations operate across a portfolio of suppliers, each with distinct:

- Services and service boundaries
- Dependencies
- Contractual terms
- Commercial models
- Data-handling requirements
- Technology and asset footprints

Ending just one supplier relationship can have interdependencies across the entire operational ecosystem.

2. Inadequate Organisational Experience

Supplier Exit is not a BAU activity; most organisations lack:

- Experienced supplier-exit specialists
- Mature exit frameworks
- Clear ownership models
- Internal capacity to run a major exit alongside BAU

3. Contractual and Commercial Constraints

Exit conditions may be:

- Partially defined
- Ambiguous
- Subject to interpretation
- Dependent on milestones or notice periods
- Tied to licencing, asset ownership or IP provisions

Misinterpretation creates risk, contention, and avoidable cost.

4. Operational and Service Continuity Risk

During the exit period:
- Services must continue uninterrupted
- Incident management must remain stable
- Changes must be controlled
- Assets, data, and service capabilities must be preserved until safe handover

Any lapse affects the entire organisation.

5. Technical and Security Exposure

Supplier Exit often involves:
- Data transfers
- Credential revocation
- Infrastructure decommissioning
- Access removal
- Removal of supplier-managed tools
- Security assurance for residual components

Security is one of the highest-risk areas of any exit.

6. People, TUPE & Knowledge Loss

People impact includes:
- TUPE (where applicable)
- Loss of critical knowledge
- Need for accelerated knowledge-transfer
- Temporary skill gaps
- Cultural impacts and uncertainty

7. New Supplier or In-House Replacement Complexity

Whether moving to a new supplier or bringing services in-house, organisations must manage:
- Overlapping periods of service
- Dual running
- Testing and service readiness
- Technology alignment
- Governance and operating model changes

8. Absence of End-to-End Governance

Without coordinated governance:
- Activities become siloed
- Deadlines slip
- Quality varies
- Risks escalate
- Accountability becomes unclear

Effective Supplier Exit demands **centralised leadership, assurance, and decision-making**.

Supplier Exit Elements (Expanded)

A thorough Supplier Exit incorporates the following areas.

1. Exit Definition & Mobilisation

- Confirmation of contractual exit triggers
- Exit date and service end date
- Exit scope definition
- Exit governance setup
- Stakeholder identification
- Establishment of a Supplier Exit Programme or Workstream

2. Exit Planning

Mapping and planning across:

- **People** — TUPE, role clarity, pre-/post-exit responsibilities
- **Assets** — ownership, location, custody, return requirements
- **IP** — ownership, licensing, handover obligations
- **Data** — migration, deletion, cleansing, transfer, security
- **Processes & Controls** — BAU processes impacted by the exit
- **Premises** — access, space rationalisation, physical asset removal

3. New Supplier (Where Applicable)

If transitioning to a new provider:

- Stand-up of the new supplier and services
- Joiners/leavers access processes
- Knowledge transfer sessions
- Parallel running strategy
- Verification of new service readiness
- Inter-supplier governance
- Service acceptance criteria and testing

4. In-House Delivery (Where Applicable)

If services are returning in-house:

- Resourcing strategy (permanent, contractor, interim)
- Skills gap analysis
- Target operating model alignment
- Tooling, system, and process ownership
- Internal capability uplift

5. Communications Management

- Supplier Exit Communications Strategy
- Internal communications
- Stakeholder-specific briefings
- Messaging to impacted teams
- External/vendor communication channels
- Customer-facing communications (where applicable)

6. Risk, Issue & Dependency Management

- Exit risk definition

- Exit risk register management
- Mitigation planning
- Analysis of cross-supplier dependencies
- Identification of hidden risk (e.g., undocumented integrations)
- Executive-level risk reporting

7. Transfer of Assets
- Acceptance criteria
- Physical transfer and validation
- Contractual asset rights
- Disposal where needed
- Assurance checks

8. Knowledge & Service Transfer
- Structured knowledge-transfer plans
- Shadowing and reverse shadowing
- Process, documentation, and architectural artefact transfer
- Verification of completeness and accuracy
- Service continuity assurance

9. Deskside Customer Support & Incident Management
- Continuity of all open tickets
- Ticket triage ownership transfer
- Validation of service-level reporting
- Routing changes for ticketing systems
- Assigning incident "bridges" during transition

10. Change, Problem & Configuration Management
- Freeze or controlled change windows
- Capture and review of ongoing change pipeline items
- Preservation of configuration baselines
- Regression or rollback considerations

11. Training
- Identification of training needs for new roles
- Training material creation
- Skills uplift sessions
- Post-exit support

12. Security, Data & Compliance Assurance
Security during exit includes:
- Access removal
- Credential revocation
- Key and certificate management
- Secure data transfer
- GDPR compliance
- Cloud security controls
- DevOps and CI/CD pipeline segregation

- Ensuring no residual supplier access remains post-exit
- Security audit/attestation

13. Commercial & Legal Alignment
- Contract closure
- Final invoice reconciliation
- Licence return or transfer
- Termination of support agreements
- Contractual exit obligations validation
- Settlement of outstanding commercial matters

14. Post-Exit Stabilisation
- Hypercare
- Operational performance monitoring
- Early-life support
- Lessons learned
- Embedding BAU governance
- Supplier relationship realignment (if moving to a multi-supplier model)

Our Supplier Exit Consulting Services
Bentley Moore Executive provides end-to-end Supplier Exit leadership, consulting, and delivery support across:

Exit Planning & Mobilisation
- Exit Programme setup
- Governance and PMO
- Exit strategy definition
- Stakeholder engagement

End-to-End Exit Delivery
- Execution of people, process, technology and contractual exit activities
- Managing all supplier touchpoints
- Driving timelines, quality and dependencies

TUPE, People & Skills Management
- TUPE guidance (non-legal)
- Organisation design assessments
- Skills, readiness and capacity planning

Data, Security & Access Management
- Secure data transfer planning
- Exit security protocols
- Access and identity shutdown
- Data cleansing and wiping compliance

Technology, Infrastructure & Tooling Transition
- Asset and tooling transition
- Service readiness assessment

- Technical assurance

New Supplier or In-House Transition
- Service mobilisation
- Acceptance criteria
- Knowledge transfer delivery
- Stabilisation and performance monitoring

Commercial, Legal & Governance
- Contractual exit compliance
- Commercial alignment and validation
- Executive reporting
- Risk, issue and dependency management

Supplier Exit Assurance
- Independent assurance
- Readiness assessments
- Go/No-Go criteria
- Exit acceptance and closure

About Bentley Moore Executive

Bentley Moore Executive is a London-based consultancy with deep expertise in complex Supplier Exit, Service Transition, SIAM operations, multi-supplier ecosystems, and large-scale organisational change.

Our consultants combine advisory precision, commercial understanding, and hands-on delivery experience across central government, financial services, technology, and enterprise environments.

We ensure Supplier Exits are controlled, compliant, and executed with minimal disruption, protecting continuity, data, security, and operational integrity at every step.

Contact Us

To discuss your Supplier Exit requirements or explore how Bentley Moore Executive can support your organisation:

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Our Services

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