

**BENTLEY MOORE EXECUTIVE**

# **Vendor Risk Management Troubleshooting**



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Troubleshooting Services**

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### Introduction

Organisations operate through a combination of business-as-usual (BAU) activities and deliberate change and transformation initiatives. While BAU maintains operational stability, transformation and delivery programmes enable strategic growth, competitiveness, and profitability. These initiatives inevitably involve interdependencies across the organisation's structure, people, technology, processes, services, operations, and supplier landscape.

In complex delivery environments, challenges often arise within vendor ecosystems. Issues such as inadequate vendor performance oversight, unclear governance, unmanaged contractual risk, and fragmented supplier accountability can quickly escalate into high-impact crises affecting the organisation's ability to operate, deliver change, or meet regulatory obligations.

Vendor Risk Management Troubleshooting Services address precisely these situations. The service provides expert analysis and corrective intervention across the full vendor lifecycle, ensuring that contractual, operational, and strategic risks are identified, isolated, and resolved. Our approach is holistic, covering the organisation, people, technology, processes, services, operations, and all third-party supplier relationships, including legal compliance, procurement, contract and commercial management.

Through this capability, we restore visibility, control, and governance across complex vendor landscapes and safeguard business performance in both transformation and BAU contexts.

## Vendor Risk Management Troubleshooting Services

Vendor Risk Management Troubleshooting Services deliver a structured and objective recovery capability focused on restoring effective supplier governance and mitigating vendor-related risks across the enterprise.

This service identifies the underlying causes of vendor-related issues, whether contractual, operational, commercial, or technological, and implements pragmatic, measurable solutions. It applies equally to individual supplier engagements and to complex, multi-tiered vendor ecosystems.

Our consultants bring extensive experience across both public and private sectors, applying proven frameworks to manage vendor interdependencies, strengthen governance structures, and restore confidence across supplier networks. The result is improved service quality, enhanced compliance, and reduced financial and delivery risk across the organisation.

### The Challenge

#### Scenario 1: Private Sector – Global Investment Banking Organisation

Consider a global investment bank engaged in a multi-year outsourcing initiative involving the transition of several thousand third-party contracts to a new strategic supplier. The bank manages over six thousand supplier contracts, of which three

thousand are to be retained in-house and three thousand novated to the new supplier. The programme involves contract novation, TUPE transfer, extensive knowledge transition, and the establishment of a new retained organisation and operating model.

Within the retained organisation, approximately three thousand third-party suppliers continue to deliver services across multiple service towers: Wintel, Unix, Data Centre Facilities, and Provisioning, as well as providing specialist technical and delivery resources. However, these retained suppliers are not governed by a unified or consistent vendor risk management framework. Each business unit applies its own approach to vendor oversight, performance management, and risk measurement.

As the outsourcing and service transition progresses, the absence of a cohesive vendor risk management structure becomes critical. Risks relating to contractual obligations, service continuity, and dependency management begin to materialise.

Overlapping responsibilities create confusion, financial exposure increases, and operational stability is threatened. Without a centralised view of vendor risk and performance, the organisation's leadership loses visibility of both retained and transitioned suppliers.

The situation demands intervention from an independent Troubleshooter with the ability to see across the entire vendor landscape, identify systemic weaknesses, and design a consolidated, risk-based vendor management framework. Attempting to resolve such issues internally, with staff already overextended and lacking the requisite expertise, would further fragment governance, exacerbate risk, and delay recovery.

In this context, Vendor Risk Management Troubleshooting Services provide the expertise and objectivity required to stabilise the environment, strengthen controls, and realign supplier performance with business objectives.

### Scenario 2: Public Sector – Central Government Public Sector Organisation

Consider the scenario of a central government department undertaking a multi-year transformation to deliver a new nationwide service platform. The new platform will manage over 350 million transactions per year, with an additional 175 million financial transactions. At the same time, Transformation Programme is responsible for decommissioning the legacy system while ensuring continuity of service across England, Scotland, and Wales.

The future Target Operating Model introduces a multi-tiered supplier ecosystem designed to deliver the new service seamlessly.

The structure comprises Tier 1 with two major systems integrators, Tier 2 with eight medium-sized vendors, and Tier 3 with fifty-five smaller third-party suppliers. Each tier has distinct responsibilities, dependencies, and contractual arrangements, yet all contribute to the delivery of a single, integrated service.

The department recognises the need to design and implement a comprehensive vendor risk management approach that can manage the entire supplier ecosystem. Tier-specific risk parameters and measures must be applied consistently across all vendors, supported by clear governance, reporting mechanisms, and executive-level visibility of overall supplier performance and risk exposure.

However, as delivery progresses, issues begin to emerge. The absence of a fully integrated vendor risk management framework results in inconsistent reporting, unclear ownership of risks, and poor visibility of interdependencies. Performance metrics vary between tiers, accountability for issues is diluted, and escalation mechanisms fail to operate effectively.

The complexity of the environment quickly exceeds the capacity of in-house staff, who lack the experience to troubleshoot and design such a multidimensional vendor risk management system. Attempting to manage the crisis internally would worsen the situation, as fragmented interventions and reactive fixes would further destabilise supplier coordination.

In this context, Vendor Risk Management Troubleshooting Services provide the external perspective, structure, and experience necessary to design and implement an effective, tiered vendor risk management model, restoring control, visibility, and confidence across the entire supplier network.

### How We Can Help

**Our Vendor Risk Management Troubleshooting Services** provide clients with immediate, expert-led recovery and redesign of vendor risk management structures. We bring extensive, cross-domain experience in resolving complex supplier-related issues and in implementing robust governance, contractual, and performance frameworks across multi-vendor environments.

We have delivered troubleshooting and turnaround services across both public and private sector organisations, including multi-million-pound programmes and BAU operations in distress. Our consultants combine strategic understanding with operational precision, addressing issues across all relevant domains: organisation, people, technology, process, services, operations, supplier management, procurement, contract and commercial, and governance.

Our engagement approach is flexible and scalable.

- We can intervene **at the start of an engagement**, providing vendor risk management structure, readiness assessments, and governance design.
- We can be deployed **mid-delivery**, to recover programmes where vendor-related risks have already materialised.
- We can also undertake **full end-to-end troubleshooting**, where the programme or operation has entered crisis and requires immediate stabilisation, redesign, and delivery recovery.

We operate holistically, managing the interrelationships between vendors, governance, financial management (OPEX and CAPEX), and risk (corporate,

programme, and delivery). Our approach integrates the management of supplier exits and onboarding, contract novation, service transition, and ongoing vendor risk oversight, ensuring long-term control and compliance.

Through these engagements, we deliver tangible outcomes: reduced operational and delivery risk, improved vendor performance and accountability, restored governance visibility, and renewed confidence among stakeholders and executives.

Our Vendor Risk Management Troubleshooting Services provide organisations with the assurance that, regardless of complexity or sector, they can regain control of their supplier ecosystem, re-establish risk governance, and secure continuity, performance, and value across their entire vendor landscape.

### Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

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## Our Services



### C-Level Advisory



### Transformation



### Professional Services



### Staff Augmentation



### Troubleshooters



### As a Service Solutions



## Website Services



## Contact Details



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