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Ten mortal sins in digitization outsourcing
0. Let's make a poll!

- Please answer truthfully by raising your hands:
  1. Who has googled Klaus A J Riederer / KAR Ltd me before this presentation?
  2. Who is old fashioned, i.e., traditional?
  3. Who is not old fashioned, i.e., liberal?
  4. Who is a project manager?
  5. Who believes in God/gods?
  6. Who believes in law and order; loves the acquisition law?
  7. Who believes in Google?
  8. Who trusts also other people than themselves?
  9. Who only trusts her/himself?
 10. Who is tired?
1. I am the expert!

- I am always **correct**!
  - Because I look and act like an expert & that what it says on my business card!
  - Because I, the customer, am **paying for the bills**!
  - Because I, the provider, have **done these things** for +20 years..!
  - So, we need no other experts telling us how to do your business!

- Forget the “I”, instead: **we = the project**. What is best for the project?
  - Don't look into your own belly button, but to the common good for the project
  - Are you willing to learn new things: **can I be taught**?
  - Are you willing to put the whole knowledge in the house for use?
  - Why to outsource, if you can everything yourself already?

- Do you want to **be right**, get the **job done** or get the **job done & learn new things**?

*My benefit is your benefit and your benefit is my benefit!*
2. I have no responsibility!

- I could not care less, because:
  - I, the customer, am paying for the bills
  - No, it's the entrepreneur (= service provider) who takes all the risks that is why she/he gets all the money. No risk no money..
  - The boss takes all risks; I am (hmm.. or was) just working here
  - The ministry / government / EU gave us too little money and no resources and too late: nobody could have done things better

- Every one carries responsibility, at least for own work – or no good end result:
  - No money for the service provider
  - No success for the customer – no support in the future for the institution

- Who carries the biggest responsibility of the project?
  - If everything goes haywire: a contract is made between two parties:
    - who pays the legal costs?
    - what righteousness is given in the court of law? Morals, ethics.. are casted away
    - to be right or to be right?

The one who pays the bills carries the greatest responsibility!
3. Always **outsource**!

- Planning is getting things half done:
  - **What**?
  - **Why**?
  - **How**?

- Finding a balance may not be easy, or it may: every case is different
  - It is much **easier** to get the money if we will / will not do the digitization work ourselves?
  - We do **not have** the people, equipment, knowledge?
  - It will be **cheaper** / more **expensive** to outsource, but we do not have the **time**?

*What is your main “line of business”?!*
4. Always call for tenders!

- Making public price contest will bring the best **price-quality** relation?
- Making the call for tenders is just copy-paste from previous document?
- We tender because of the **acquisition law**. Although, guess which provider we will use (again)?
  - National limit in **obligatory tender making**? (Finland: 30 k€ VAT 0 % maximum bid price, goods & services)
  - EU limit in obligatory tender making? (Finland: 130 (central government), 200 (others) or 400 (special sector) k€ VAT 0 % maximum bid price, goods & services)
- **Market courts** are getting filled because of ambiguous invitation for tenders, dissatisfied outcomes of purchase decisions, etc.
- Always consider the project as a whole: do not take things for granted!

**Pacta sunt servanda!**
5. **Quality is everything, price (per se) is nothing!**

- Price can always be calculated, but how do you measure quality?
  - The more pixels (ppi) the better?
  - In absolute terms you cannot measure quality: so, quality is nothing.
  - What is QC, **Quality control**? Who controls the quality, who is the **expert**?
- Less **time** is more **quality**?!  
  - We are in a hurry: all **budget money** must be consumed this year, or nothing will be got next year!
- **Old wisdom**: **time | quality | money**: you can only pick 2 at a time!
  - **Quality** is **time** and **money**?
  - **Time is money**?
    - Quality = Time x Money  || Time = Money
    - Quality = Money^2
  - **Money** is the **root of all problems**?
    - Quality = Money^2  || Money = sqrt(Problems)
    - Quality = (sqrt(Problems))^2
    - Quality = Problems
- The most **cost-efficient price** will win, **IFF** the supplier has name in the field

*Price is everything, and quality itself is no more: “adequate” quality will do!*
6. References are everything!

- They have done these things before, so they most know what they are doing?
  - The best sign of quality is **experience**?

- **Big** (company) is always good?
  - Big = **security** (although there is only one person in control..)?
  - Big = **speed**, fast delivery (although the customer’s work flow is not able to..)?
  - High speed = **quality** (although our/their QC etc. is slow..)?

- The biggest provider with most experience shall win the case?!

- What do references as such tell you:
  - Boasting always stinks, except in CV: are we always 100 % **truthful**?
  - How many customers actually **verify the references** in order to see how successful the work has been done?
  - One party says the project ended well, according to the other party the end result was horrible: who is **correct**?
  - Can you really **compare** one project with another?

- How to **evaluate** the success of a project?

*You need to have references but they do not count as anything!*
7. **Complying is a must!**

- We, the customer, **stipulate the terms** and you, the provider, must yield!
  - No explanations are needed why we want to have the originals scanned at 300 ppi @ Ao size, saved nothing but in 75/100 -level JPGs!

- (Even according to the acquisition law:) the **requirements** for the **supplier** can be set arbitrary (high) and not clearly told a priori, but the **customer** has no (minimum) requirements for **knowledge/understanding**
  - There is nothing wrong in our call for offers; it is not **ambiguous**!
  - Provider, do you want to win the bidding or to be right, teach us you.. wise guy?
  - We cannot accept your bid, it is **open to interpretation** whether or not our demands are met!

- How many uses an **outside consultant** (except an **attorney**?) while making the call for tenders?
  - Hmm.. who is **the expert**, who is always right?
  - If you, the customer, made a bad contract: too bad, not only the provider but also you must **honor the contract**!

*Common sense is more precious than a good expert that will never be hired!*
8. Originals must be insured!

- Our company has liability insurance of 1 M€, so your goods are insured for 1 Million euro, right?!
  - Which type of insurance do we need, what does it cover?
  - How to calculate the value of a unique, irreplaceable original that could be destroyed beyond repair in a fire/flood etc.?
  - How much does the insurance cost?
- Because we are insured:
  - All our risks are covered and we can sleep your nights quietly
  - We do not need to care about the logistics, work flows...:
    - the vehicle, transportation boxes?
    - amount of objects transported at once, weather, time?
    - by the way, do we really need these cotton gloves?

Do you rather believe in false truths than just do your best?!
9. Trust no-one but reference scans!

- Before the contract is signed, the supplier must make **acceptable reference scans**, which makes everything ok?
  - We, the customer, choose the most demanding examples, and..
  - How is the **QC done** and **who** does it?
    - by **visual inspection** from the scanned image files?
    - **making prints** (how?!) of the scanned files and comparing them to the originals?
    - **Aiming at**: the black may not be black and white not white (e.g., 10-240, instead of 0-254 intensity)

- How is the quality defined by absolute, **objective**, terms?
  - Should we not use clear (trivial?) descriptors: no **artifacts** caused by the scanning equipment/process etc.?
  - Could we not use objective measures, e.g., **test scan targets**, such as **UTT**?

- Well, the reference scanning.. we kind of went astray with it, but at least:
  - We do have a signed **contract** with dozens of **legal** attachments and
  - We are **the customer**, so we are always **right**!
  - When a line becomes something more than a line: [link](http://www.digiwiki.fi/fi/index.php?title=KAR_Oy:n_ensimm%C3%A4inen_massadigitointihanke_%282010%29)

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**Trust between the customer and the supplier is everything!**
10. It was **not my fault!**

- Shit happens, but **never to me!**
  - It was not our fault that **the ministry / government / EU** gave us the money at the last moment thus making the project timetable impossible!
  - Who will take the fall: it was **the guy**, who does no more work at us / for us
- “The one who made the mistake should also fix it!” (Pekka Herlin, a famous Finnish businessman)
- **Every project is unique**, of which nothing can be learned for the future?!
  - If the next project will be done with new personnel, how can we **learn** from the previous project, both from the success and failure?
  - How to fight against humility, **shame** and **fear** (of loosing **work**, name/ reputation, money, **influence** etc.)?
  - Who has the courage to **share public information** about things that went to haywire?

*Everybody makes mistakes – the art is to learn from the mistakes, also from those you did not do yourself!*
You most likely have not learned a thing – but hopefully you have at least thought of something!