RBS

# CMB 2015

Contract Management Benchmarking

RBS

"The bank now looks to external organisations to benchmark ourselves against the best in class. Whilst our own survey results show we perform in the upper quartile compared to the benchmark, we now have excellent knowledge of our strengths and challenges in managing contracts.

There have been some outstanding quarterly events where we network with participants to learn from them and share our experiences."

**David Barton,**
**Head of Contract Management,**
**Corporate Services**
**RBS**

CMB 2015
Contract Management Benchmarking

- For many people managing third party suppliers, the phrases Contract Management, Supplier Relationship Management and Supply Chain Management are interchangeable
- RBS term the 'buy-side' management of third party suppliers as Contract Management
- RBS initiated a project in 2011 to research Contract Management as a discipline and understand whether there was any benchmarking tool
- The initial research identified a gap in information and data that could be used reliably to benchmark the RBS Contract Management with external businesses and organisations
- Further developments led to the Contract Management model and the Contract Management Benchmarking (CMB) survey
- In 2014, 128 organisations completed the survey
- A selection of participants (see pages 10 and 11) represent a wide range of sectors and high calibre businesses and organisations predominantly within the UK and Ireland
- The CMB survey will run again in 2015 with the purpose of building on the success from the four previous years
- RBS will continue to support for 2015
- Once again there is no cost to participants

CMB 2015
Contract Management Benchmarking

By completing the survey, participants will:

- Receive a bespoke CMB report which will provide a benchmark for each Category:
  - Manage
  - Performance
  - Relationships
- And also each Element in the model:
  - Management Information
  - Risk
  - Ownership
  - Continuous Improvement
  - Innovation
  - Price, Cost and Value
  - Market Intelligence
  - Managing Change
  - Involvement

- See their own performance against the max/min and average score for all participants
- Have a measure to baseline their own Contract Management capability and develop improvement activity

And can:

- Network and share best practice with colleagues and peers in other sectors and industries
- Join participants at separate Networking events held quarterly
- Join a dedicated CMB LinkedIn Group to discuss issues directly with other participants
- Attend Contract Management training workshops with other participants or with your own contract management team
- Join a webinar to discuss the results of the 2014 report

CMB 2015
Contract Management Benchmarking

The Survey provides quantitative feedback about how businesses are managing contracts…

**54%** of participants have sustainability goals

**67%** of participants have statistical measures for quality performance for services or products delivered

**57%** of participants measure the cost performance of contracts

**25%** of participants quantify and express Risk in financial terms

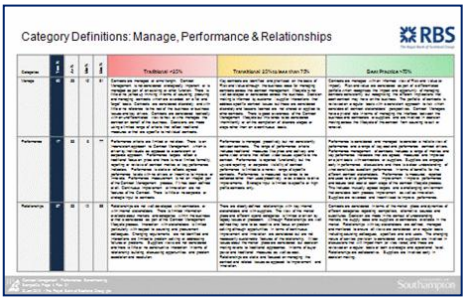
**13%** improvement across the elements, if there is a stand alone Contract Management function

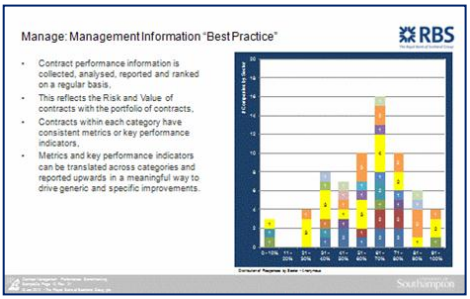
CMB 2015
Contract Management Benchmarking

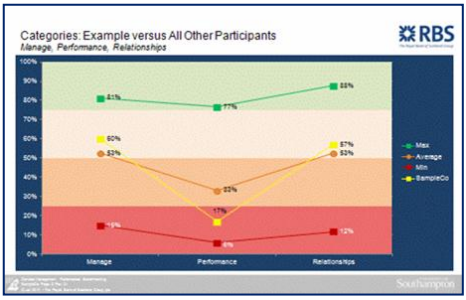
- All data and information is maintained on a confidential basis, no one can access your information and it is not shared with RBS
- The Survey has been designed to be as user-friendly as possible
- Questions and answers are selected from a menu driven survey with drop down answers or tick boxes
- The Survey will run from 1st June to 31st October 2015
- Participants can save and return to the survey at a later point
- On completion, questions and responses can be printed for future reference
- Each participant will only see their own data compared to the aggregated results of the other participants

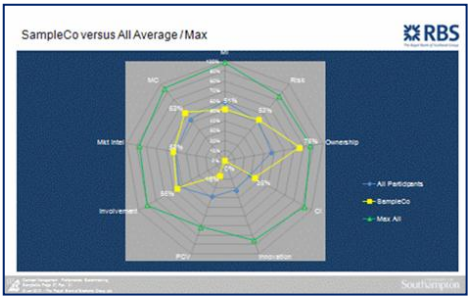
CMB 2015
Contract Management Benchmarking

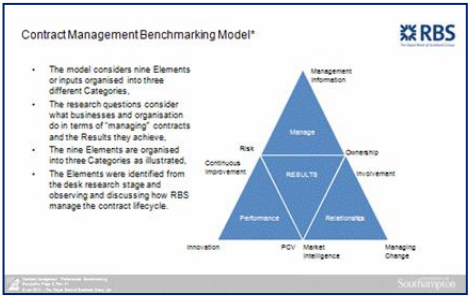
- Each CMB report includes an analysis and benchmark of participants responses for each of the Categories and the nine elements of the CMB model, plus results and performance statistics. Suggested best practices are identified in Category and Element maturity grids that provide a simple traffic light system to indicate levels of performance



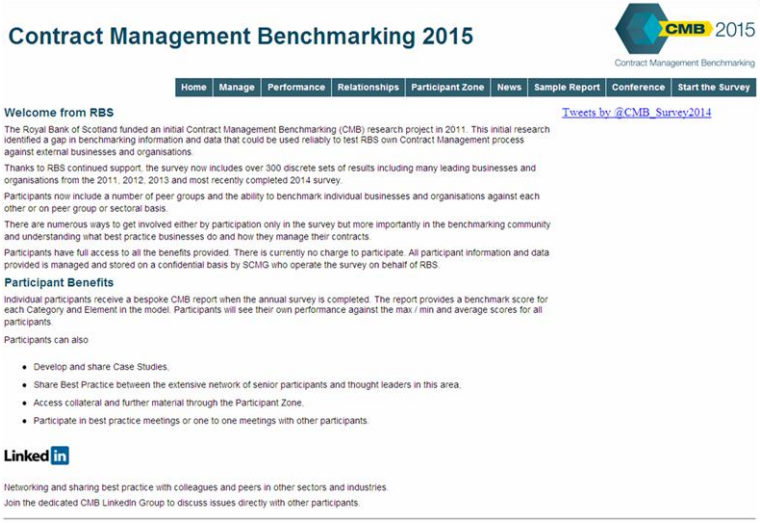




CMB 2015
Contract Management Benchmarking

The 2015 survey will be accessed via www.cmb15.com

- Website features useful facts and information about Contract Management
- Explanation of process and CMB model plus example of report format
- Participants who complete the survey will be able to access a secure login zone and access more information including papers, presentations and case studies
- Social media tools including a LinkedIn group also promotes discussion amongst participants and sharing of best practice



## Contract Management Benchmarking 2015

CMB 2015
Contract Management Benchmarking

Home | Manage | Performance | Relationships | Participant Zone | News | Sample Report | Conference | Start the Survey

**Welcome from RBS**

Tweets by @CMB_Survey2014

The Royal Bank of Scotland funded an initial Contract Management Benchmarking (CMB) research project in 2011. This initial research identified a gap in benchmarking information and data that could be used reliably to test RBS own Contract Management process against external businesses and organisations.

Thanks to RBS continued support, the survey now includes over 300 discrete sets of results including many leading businesses and organisations from the 2011, 2012, 2013 and most recently completed 2014 survey.

Participants now include a number of peer groups and the ability to benchmark individual businesses and organisations against each other or on peer group or sectoral basis.

There are numerous ways to get involved either by participation only in the survey but more importantly in the benchmarking community and understanding what best practice businesses do and how they manage their contracts.

Participants have full access to all the benefits provided. There is currently no charge to participate. All participant information and data provided is managed and stored on a confidential basis by SCMG who operate the survey on behalf of RBS.

**Participant Benefits**

Individual participants receive a bespoke CMB report when the annual survey is completed. The report provides a benchmark score for each Category and Element in the model. Participants will see their own performance against the max / min and average scores for all participants.

Participants can also

- Develop and share Case Studies.
- Share Best Practice between the extensive network of senior participants and thought leaders in this area.
- Access collateral and further material through the Participant Zone.
- Participate in best practice meetings or one to one meetings with other participants.

LinkedIn

Networking and sharing best practice with colleagues and peers in other sectors and industries.
Join the dedicated CMB LinkedIn Group to discuss issues directly with other participants.

CMB 2015
Contract Management Benchmarking

# Organisations involved in the Benchmarking Survey

CMB 2015
Contract Management Benchmarking

# Organisations involved in the Benchmarking Survey

CMB 2015
Contract Management Benchmarking

- With attendees from over 50 companies and organisations from across the UK and Europe, this years Contract Management Benchmarking Conference held on the 20th November addressed the issue of whether or not Contract Management is a Strategic Asset?
- We had a broad range of speakers, proposing arguments both for and against. Speakers from Southampton University Business School, ISS, Vodafone and SCMG provided great food for thought for all who attended the conference which was once again hosted by RBS
- Speakers presentations are now available for downloading in the Participant Zone on the website

**Douglas Macbeth** from the Southampton Business School provided the keynote speech for the conference, asking the question “Is Contract Management a Strategic Asset?”.

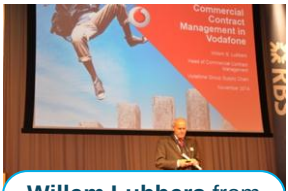
**David Barton** opened the conference, welcoming the participants and setting the scene for the day. David would return later to provide an overview of Contract Management and Organisation Strategy within RBS.

CMB 2015
Contract Management Benchmarking

**Peter Lawson** from ISS provided the viewpoint that Contract Management is NOT a Strategic Asset, starting off a lively debate among the delegates.

As in pervious years, **RBS** put on a great lunch, and the break in proceedings provided the delegates with an opportunity to network.

**Richard Bean** from RBS set the scene for the afternoon with an overview of the CMB survey and how it has developed over the past three years.




**Willem Lubbers** from Vodafone provided the audience with an insightful presentation of the journey Vodafone is undertaking towards Commercial Contract Management.

**Martin Murphy** from SCMG provided an overview of this year's survey results, setting them against those of previous years and explaining how participants can best use their reports to make beneficial changes within their organisations.

The formal session of the conference was brought to a close with a **Question and Answer** session.

CMB 2015
Contract Management Benchmarking

## Comments from this years Delegates:

"Great to attend conference for first time – hugely engaging, interesting and valuable. Thought provoking and hugely comforting to hear experiences of others at the event."
**Jennifer McPake – Barclays**

"It was interesting to hear the different view points and experiences on Contract Management. It would be useful to get a copy of the slides particularly Willem Lubbers."
**Elaine Gilchrist – Student Loans Company**

"Opportunity to look at other Organisations approach to Contract Management. Both through presentations and networking."
**Fiona Stuart – HM Revenue & Customs**

"It was good to find out the many different views of who should own the Contract Management piece."
**Craig Norton – Glasgow Airport**

"Nice range of speakers, theory and best practice."
**Stephanie Burnett – Tsys**

"Good opportunity to network with highly respected and well known organisations, interesting key speakers."
**Richard Seaward – Hitachi Capital Vehicle Solutions**

CMB 2015
Contract Management Benchmarking

## Did we mention!

You can:

- Access the survey FREE OF CHARGE
- Receive what is widely acknowledged as the most comprehensive benchmark survey available, for them to measure their Contract Management performance
- Open and start the survey from 1st June 2015
- Join like minded professional Contract Managers in Networking groups to share best practice
- Join a Contract Management Benchmarking LinkedIn community to network and share best practices
- Attend Contract Management training workshops with other participants or with your own contract management team
- Access further information including research papers and case studies on the CMB2015 website
- Develop you own peer group within the overall study

## What are you waiting for?

For more information please contact Richard.Bean@rbs.co.uk or Margot.Bain@rbs.co.uk

And also access the website www.cmb15.com

CMB 2015
Contract Management Benchmarking