

Real Estate and Facilities Lifecycle Management

**The Three Keys to Success:
Visibility, Visibility, Visibility**

June 2007

Executive Summary

Enterprise spend on real estate and facilities lifecycle management (“REFLM”) is over 30% of total spend for the average enterprise, yet, **nearly 40% of enterprises report poor or no visibility** into this significant category of spend and the processes that support it.

Best in Class Performance

Aberdeen evaluated 254 enterprises in June 2007 and distinguished Best in Class enterprises by two key measures: (1) percentage of REFLM spend under management and (2) visibility into both spend and process. Best in Class enterprises in this study are notable for their superior performance and credit REFLM solutions for delivering the following benefits:

- **5.0% reduction** in their total cost of occupancy
- **3.3% reduction** in maintenance costs per square foot (psf.)
- **2.6% reduction** in the cost of capital improvements
- **56% reduction** in amount of time to close facility work orders

Competitive Assessment

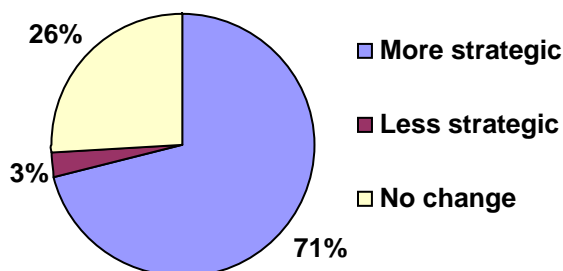
Best in Class performers shared many common characteristics with respect to their real estate and facilities lifecycle management strategies. They....

- Utilize standardized processes more often in real estate (**42%**) and facilities management (including capital planning) (**62%**)
- Are **at least 30%** more likely to track performance across cost and general performance metrics
- Are **between 22% and 71% more likely** to automate the different areas that comprise REFLM

Required Actions

- Develop a platform between the real estate and facilities functions that enable collaboration between the two groups, promotes enterprise-level visibility and facilitates the tracking of the main REFLM KPIs.

Figure 1: Role of REFLM over the Past 2 Years



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Source: [Aberdeen Group](#), June 2007

Spend Under Management

The classic measure of procurement’s impact upon an enterprise is the percentage of non-payroll-related spend that falls under management of this group, what we commonly refer to as **spend under management**. Aberdeen research has shown that enterprises have been able to achieve a 5% to 20% cost savings for each new dollar of spend brought under management. Since procurement has traditionally played a limited role in the management REFLM spend, we have broadened the definition for this study to include spend that falls under the management of procurement and/or any formal real estate or facilities department

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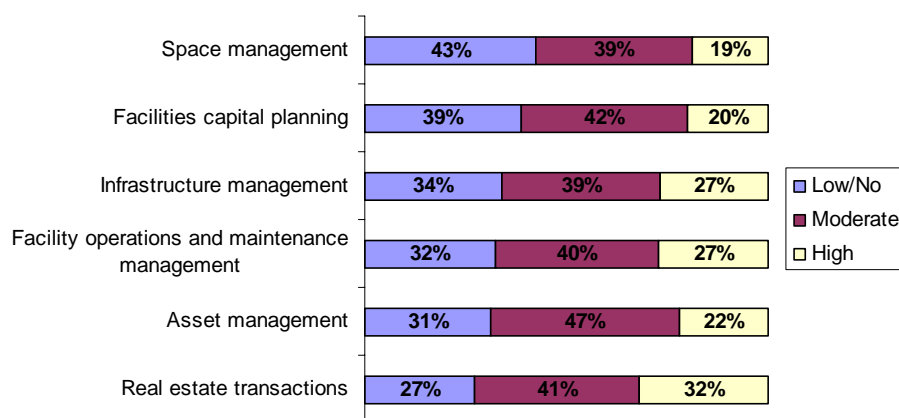
Chapter One: Benchmarking the Best in Class

From Main Street to Wall Street, your business location(s) plays an important role influencing, if not defining, your enterprise. Even in the age of electronic commerce, “**where**” you conduct your operations may dramatically shape “**who**” (employees & customers) is engaged, “**what**” business is conducted, and “**how**” successful the outcomes are. Given this direct impact, it is not surprising that real estate (18%) and facilities management (14%), which comprise almost **one-third of total enterprise spend**, are viewed as an increasingly strategic area (71%) (Figure 1). What is surprising is the lack of process standards and automation used to support the functions and the relatively poor levels of visibility into such large categories of spend (Figure 2).

Fast Facts

- **57%** of enterprises indicated that company growth is a main driver for focus on real estate and facilities lifecycle management
- **Approximately 50%** of enterprises indicate that centralizing the REFLM functions is a top strategy.

Figure 2: The Data Problem – Levels of Spend Visibility

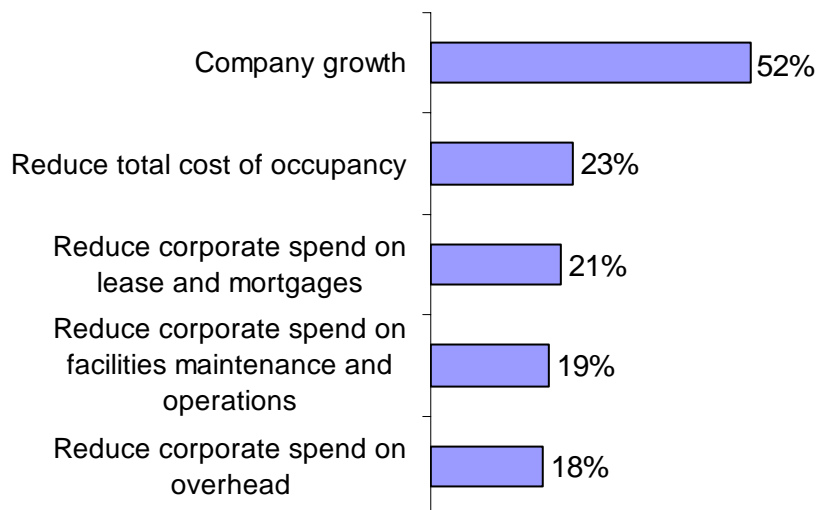


Source: Aberdeen Group, June 2007

Top Drivers for Action: Growing, Growing, Gone

The capital markets focus tremendous energies promoting revenue, profit, and overall enterprise growth. In even the most scalable business model, extreme growth cascades over into REFLM. And as shown in Figure 3, it is the major pressure driving enterprises to focus their resources on a real estate and facilities lifecycle management program is company growth (57%). Without the proper blend of people, process, and technology in place, an enterprise’s ability to efficiently and effectively manage all aspects of the real estate and facilities lifecycle, as it rapidly expands within and across borders, becomes a near Sisyphean task.

Figure 3: Top Pressures Driving Focus on REFLM

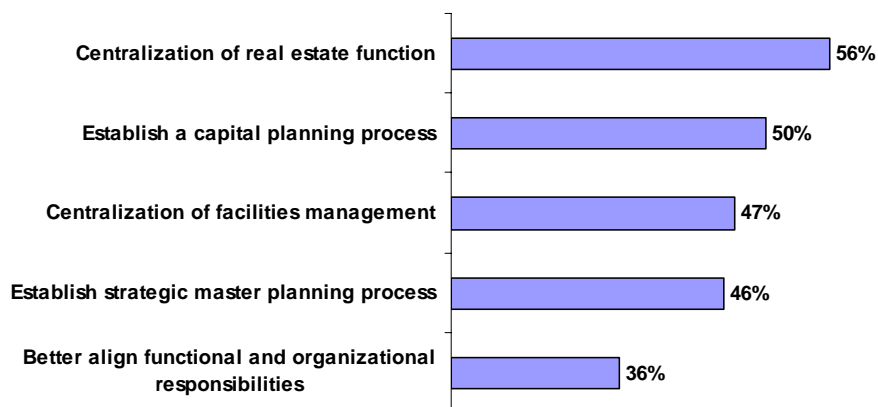


Source: AberdeenGroup, June 2007

While enterprises are focused on keeping up with the (literally) growing needs of the entire organization, a secondary pressure is the focus on reducing occupancy costs both overall (total cost of occupancy) and at the item level (lease/mortgage payments, facilities maintenance costs, spend on overhead, etc.)

In response to these pressures, many organizations are actively centralizing management of the real estate and facilities management functions while also working to develop standardized processes across the enterprise to ensure consistency and gain process visibility into their programs (Figure 3).

Figure 4: Top Actions to Manage the REFLM



Source: AberdeenGroup, June 2007

“We face constant challenges in the planning and general management of our facilities. Our company continues to grow each year, primarily through acquisitions, so there are significant integration issues that have to be addressed in terms of the real estate holdings and facilities operations brought under my group’s management.”
– Dir. of Corporate Real Estate,
Large North American
Publishing Company

Maturity Class Framework

Top-performing enterprises effectively manage their real estate and facilities commitments by employing a wide range of technologies that address multiple facets of the real estate and facilities lifecycle. Aberdeen distinguished Best in Class enterprises by two key measures: (1) percentage of REFLM spend under management and (2) visibility into both spend and process. Table 1 summarizes some of the findings and highlights the average performance of enterprises within the different maturity classes for this study.

Table 1: REFLM Benchmark Performance

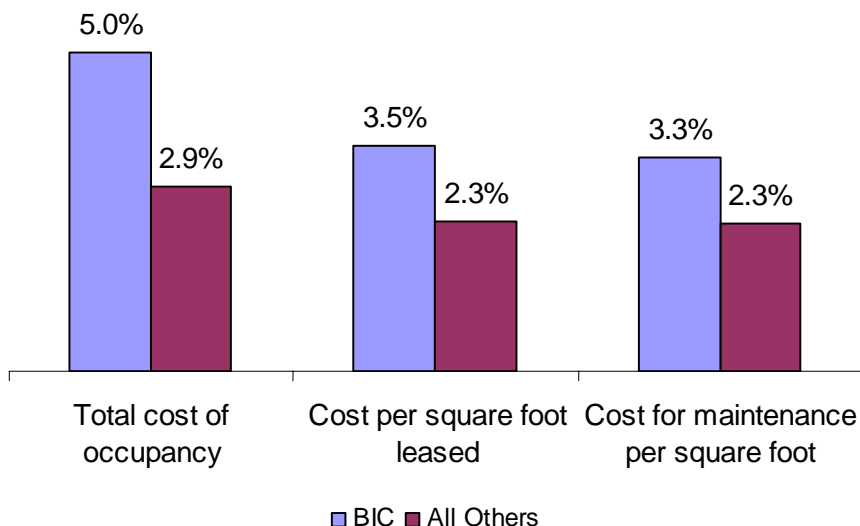
Maturity Class	Average Performance
Best in Class: Top 20% of aggregate performers	<ul style="list-style-type: none"> • 71% of REFLM spend under management • 3.8 rating (out of 5) spend visibility rating • 3.6 rating (out of 5) process visibility rating
Industry Average: Middle 50% of aggregate performers	<ul style="list-style-type: none"> • 56% of REFLM spend under management • 2.9 rating (out of 5) spend visibility rating • 2.8 rating (out of 5) process visibility rating
Laggard: Bottom 30% of aggregate performers	<ul style="list-style-type: none"> • 51% of REFLM spend under management • 1.9 rating (out of 5) spend visibility rating • 2.1 rating (out of 5) process visibility rating

Source: Aberdeen Group, June 2007

Best in Class enterprises demonstrate that real estate and facilities lifecycle management can serve as a strategic advantage and positively impact the business when the right technologies are matched with efficient processes and properly prioritized. The superior levels of visibility that Best in Class enterprises attain enable them to actively measure key metrics across the entire lifecycle. The Best in Class also prove that what gets measured gets done and these industry leaders get it done more efficiently and more effectively crediting technology for higher savings rates across a series of KPIs, some of which are shown in Figure 5 below.

“We currently use an Access database to track costs, space usage, moves, the people in our different buildings, and the buildings themselves. It’s still manageable but it will soon be too much to handle this way as we grow and we’ll lose track of many of the things we currently know about our facilities.” –
Director of Facilities Management, Small American Insurance Company with 200+ employees in 3 locations

Figure 5: Savings Rates Credited to Technology Usage



Source: Aberdeen Group, June 2007

Case Study: Space Saver

Facing rising real estate costs in tightening markets and rising levels of under-utilized and/or vacant spaces, a global software company launched an initiative to optimize its existing real estate portfolio.

There was an immediate need to centralize a fragmented group of information systems that provided incomplete data and resulted in poor visibility. This limited level of visibility led to inadequately managed space and a fall in occupancy rates across the entire organization.

The company made a decision to deploy a web-based space and occupancy management system for all their operations worldwide. This allowed the software company to reduce its global real estate footprint by identifying and eliminating space redundancies. This led to improved occupancy rates and an overall enhanced level of visibility that, in the end, resulted in estimated annual savings of \$1.5 million.

Best in Class PACE Model

Aberdeen has shown that there is a clear relationship between the pressures companies identify and the actions they take, and their subsequent competitive performance. All participants should examine their prioritized PACE selections and determine whether there are valuable perspectives to be gleaned by comparison with the PACE priorities of Best in Class companies (Table 2).

Table 2: Best in Class PACE Framework

Pressures	Actions	Capabilities	Enablers
<ul style="list-style-type: none"> • Company growth 	<ul style="list-style-type: none"> • Centralize real estate and facilities lifecycle management functions across the enterprise • Establish an organization-wide strategic planning group • Establish a standardized capital planning process for real estate and facilities 	<ul style="list-style-type: none"> • Budget planning, forecasting and tracking for real estate investments, capital projects, facilities maintenance and operations, and facilities capital maintenance • Real estate portfolio managed centrally • Facilities maintenance and operations centrally managed • Standardized processes and policies for the management of real estate and facilities lifecycle • Strategic master planning group within the organization 	<ul style="list-style-type: none"> • Automated Project Management: System <ul style="list-style-type: none"> ○ Forecasting and scenario analysis tools for capital investments ○ Online tracking of capital expenditures • Real Estate Transactions Systems <ul style="list-style-type: none"> ○ Online repository for leases and mortgages ○ Automated notification of key lease/mortgage dates ○ Forecasting and scenario analysis tools for real estate investments • Facilities Management Systems <ul style="list-style-type: none"> ○ Online scheduling of maintenance requests ○ Automated workflow for requested and planned maintenance requests

Source: AberdeenGroup, June 2007

Aberdeen Insights - I

Keeping it Real... Estate and Facilities Lifecycle Management

To be certain, the term **“Real Estate and Facilities Lifecycle Management”** is a mouthful. And, to be fair, it is quite broad in scope. Aberdeen’s initial benchmark in this topic area is intentionally broad and includes the following areas:

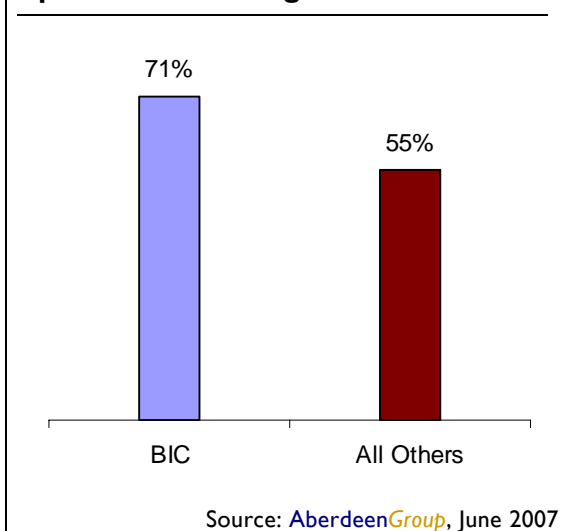
- **Strategic master planning** – alignment of real estate and facilities management goals with corporate strategies, including management of the planning and decision making processing for lease/buy events, etc.
- **Real estate** – management of lease or mortgage terms and conditions, payments, etc.
- **Facilities operations and maintenance** – planning of routine maintenance activities, management of requested and planned maintenance orders, etc.
- **Project management** – capital project planning, execution, budgeting/costs, etc.
- **Space management** – oversight of utilization of space under management, occupancy, design, moves, hoteling, reservations, etc.
- **Asset management** – tracking and management of disposable assets, equipment, furniture, etc.
- **Infrastructure management** – oversight of HVAC, security, data, telecommunications, cable, etc.
- **Facilities capital planning** – management of condition assessments, decision support and planning for capital maintenance requests, deferred maintenance planning and execution, etc.

As Aberdeen continues to focus on REFLM, future research will likely focus on more distinct areas.

Chapter Two: Benchmarking Requirements for Success

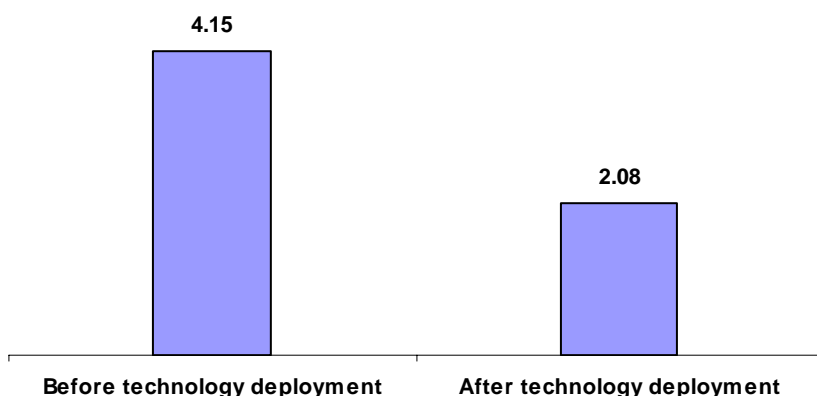
The difficulties faced by an organization in the management of their real estate and facilities lifecycles are often eased by the utilization of technology. Best in Class real estate and facilities management consists of strong technology usage as well as centralization of processes and policies in order to enable heightened spend and process visibility. In addition to the visibility gains into the organizational management processes, further insight into the enterprise spend in these areas is attained, allowing more spend to be placed under the management of the proper groups within the organization (Figure 6).

Figure 6: Real Estate and Facilities - Spend Under Management



In addition to the cost savings benefits that result from leveraging technology, improvements in operational efficiencies are also often realized. On average, enterprises were able to improve their time to fulfill work requests for facilities maintenance by **50%** as a result of deployment of technology solutions (Figure 7).

Figure 7: Average Time to Complete Facilities Maintenance Request (in Days) – Before and After Technology Deployment

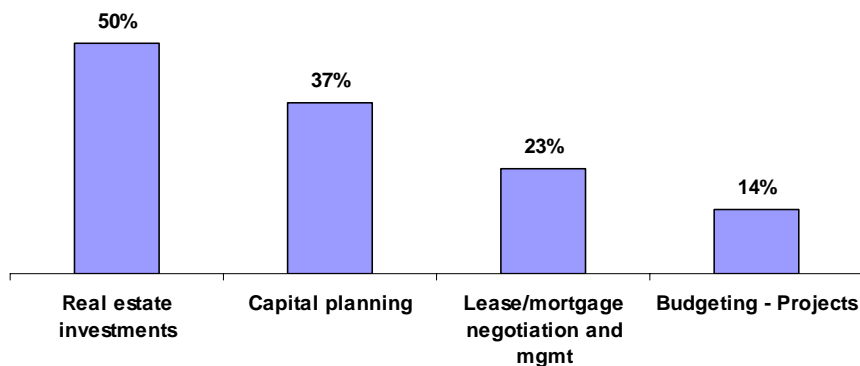


Fast Facts

- Best in Class enterprises are **between 22% and 71% more likely** to automate any one stage of the real estate and facilities lifecycle
- Best in Class organizations are almost **twice as likely** to standardize processes for the management of real estate and facilities operations
- Best in Class companies are almost **40% more likely** to utilize key metrics to measure the performance of their real estate and facilities management programs across the entire lifecycle

On average, enterprises have slightly higher visibility into their real estate transactions as compared to other stages within REFLM. Upon review, it appears that it is the engagement of executive leadership in the decision-making process of these transactions (averages shown in Figure 8) and a focus on capturing metrics that are the primary enabler of visibility versus technology usage. Notwithstanding, enterprises that utilize automated solutions to manage their leases and other transactions credit the technology for delivering an incremental **3% savings** on the occupancy costs per square foot.

Figure 8: Executive Oversight – Areas of Highest Involvement across REFLM Processes



Source: Aberdeen Group, June 2007

Competitive Assessment

Survey respondents fell into one of three categories: Best in Class, Industry Average, or Laggard. The following table shows their characteristics in five major areas: (1) **Process** - the level of standardization and scope the sourcing group has defined for their current processes; (2) **Organization** – the structure, skills, and capabilities of the organization as well as its general alignment with the strategic direction of the enterprise. (3) **Knowledge** – the accessibility and visibility of REFLM data and information and the ability to leverage it across the enterprise; (4) **Technology** – Level of automation and how well technology is leveraged to enhance processes within the real estate and facilities lifecycle; and (5) **Performance** – The ability to identify, track and then improve upon key performance indicators like square footage managed, occupancy rates, occupancy costs, utilization rates, cost per employee move, maintenance request cycle times, etc. Table 4 below shows some of the processes, capabilities, technologies, and strategies employed by companies within the competitive framework.

Table 3: Competitive Framework

	Laggard	Average	Best in Class
Process	Standardized processes and polices for real estate management		
	36%	45%	54%
	Standardized processes and polices for facilities management (including maintenance and capital expenses)		
	32%	42%	63%
Organization	High visibility into REFLM processes (self-rated)		
	12%	21%	45%
	High visibility into REFLM spend (self-rated)		
	11%	20%	54%
Knowledge	High visibility into REFLM processes (self-rated)		
	12%	21%	45%
	High visibility into REFLM spend (self-rated)		
	11%	20%	54%
Technology	Technology utilized for the specific process within the real estate and facilities lifecycle (percentage automated)		
	<ul style="list-style-type: none"> • 46% project mgt • 33% facilities maintenance and operations management • 40% facilities capital planning • 31% space mgmt. • 44% asset mgmt. • 23% infrastructure mgmt. • 39% real estate transaction mgmt. 	<ul style="list-style-type: none"> • 54% project mgmt • 42% facilities maintenance and operations management • 42% facilities capital planning • 40% space mgmt. • 46% asset mgmt. • 26% infrastructure mgmt. • 40% real estate transaction mgmt. 	<ul style="list-style-type: none"> • 62% project mgmt • 60% facilities maintenance and operations mgmt • 56% facilities capital planning • 52% space mgmt. • 50% asset mgmt. • 41% infrastructure mgmt. • 43% real estate transaction mgmt.
Performance	Likelihood to measure the primary REFLM KPIs		
	42%	50%	57%

Source: AberdeenGroup, June 2007

Organizational Capabilities and Technology Enablers

Aberdeen's Global Supply Management research has shown time and again that the deployment of process automation tools enables procurement organizations to place more spend under management. Our hypothesis is that a similar benefit will befall corporate real estate departments and facilities management groups. As shown in this report and typical of earlier Aberdeen research efforts, those companies that place more spend under management typically experience a host of other advantages as it relates to cost savings, process efficiency, and the ability of procurement departments to deliver greater strategic value across the enterprise.

- Best in Class enterprises are **22% more likely** to use project management solutions and are able to bring 10% more of this spend under management, helping to increase overall spend visibility
- Best in Class enterprises are **50% more likely** to use solutions for facility management, resulting in a **56%** average reduction in time to fulfill work order requests. This improves operational efficiencies and reduces employee downtime associated with maintenance needs.
- Best in Class enterprises are **47%** more likely to use facility capital planning solutions reducing overall corporate spend on facility capital planning and more strategic allocation of funds. Best in Class report **29%** savings gains from their use of these technologies.
- Best in Class enterprises are **37%** more likely to use solutions for space management, establishing **2.5 times more visibility** into space management processes and **5 times more visibility** into space management spend. Better visibility leads to higher space utilization rates and lower occupancy costs.
- Best in Class companies are **over 25% more likely** to measure their performance across the entire lifecycle. This leads to increased visibility into all aspects of the real estate and facilities lifecycle and allows accurate information about program management to be distributed throughout the organization.
- For enterprises that are not experiencing tremendous growth pangs, space management and employee moves (churn) impact an enterprise's operations. Best in Class enterprises are **41% more likely** to automate the space management function and see employee move costs that are **14% lower** than their peers (Figure 9).

“We’re able to extract actual information from all of our expenses instead of digging in on just one side. With our solution’s web platform, we can instantly track and access critical real estate and facilities management areas such as rates, charges, renewals and benchmarks from anywhere in the world.” – *Director of Real Estate and Capital Projects, Large North American Communications Company*

Aberdeen Insights - 2

Real Estate and Facilities Management: A Tale of Two Collars

While the functions and efforts of Corporate Real Estate (White Collar) and Facilities Management (Blue Collar) are inextricably linked, coordination in the day-to-day management of the two functions in the average enterprise leaves something to be desired. Professionals in both groups clearly understand the interrelationship of activities within REFLM (i.e. how superior space utilization and overall visibility can provide the Real Estate function an understanding of true demand when it begins forecasting and beyond) yet, generally fail to engage their counterparts in an on-going and proactive dialogue. Hurdles to a broader transformation will persist as until these groups begin to:

1. View the real estate and facilities management functions holistically, as a lifecycle process
2. Develop standard policies and processes
3. Leverage technology as an enabler of internal collaboration between real estate and facilities
4. Leverage technology to provide visibility into spend and process across the enterprise
5. Identify and track a series of KPIs that demonstrate the strategic value that these functions can deliver

“We spend significant time with (the) Real Estate (department) during every budgeting cycle but when budgeting ends, so does our partnership.” – Facilities Coordinator, Global Financial Services Company

Chapter Three: Required Actions

A business environment that is unyielding in its pursuit for bottom line savings and process efficiency has driven Best in Class real estate and facilities departments to seek greater alignment with enterprise strategies by centralizing the function, standardizing their processes, and utilizing solutions that enable visibility into spend and process. Based on our research results, Aberdeen recommends the following strategies for improved results:

Laggard Steps to Success

1. Establish and actively monitor key metrics for real estate and facilities lifecycle management

Deploying process automation tools or utilizing third-party services to manage the real estate and facilities lifecycle can enable a broader transformation. But, in order to optimize program performance, enterprises must develop the ability to measure their performance across the different lifecycle stages and establish benchmarks and targets for program execution. Best in Class organizations are nearly **40% more likely** to measure enterprise-wide performance across all stages of the real estate and facilities lifecycle.

2. Establish strategic alignment of the real estate and facilities groups with the goals with larger enterprise

Growth continues to be the key pressure driving organizations to focus on REFLM, forcing enterprises to recognize these functions as increasingly more strategic than tactical. As one of the largest categories of spend within any enterprise, it is critical that real estate and facilities management strategies are coordinated with the overall master plan for company expansion.

3. Develop a platform between the real estate and facilities functions that enables collaboration between the two groups.

Synergies between the two groups are numerous and the benefits of better and more frequent communication and collaboration will enable both groups to deliver significantly greater value to the enterprise. Best in Class enterprises are between **22% and 77% more likely** to utilize technology to facilitate improved collaboration across specific aspects of REFLM. Project management and facilities operations and maintenance are the areas for which Best in Class companies have most frequently deployed solutions.

Fast Facts

- Align real estate and facilities lifecycle management goals with corporate strategy
- **1 + 1 = 3** Develop a platform for real estate and Facilities to collaborate
- Standardize REFLM processes across the enterprise
- Utilize technology solutions to commence a broad REFLM transformation
- Leverage data visibility across the enterprise

Industry Average Steps to Success

4. Real Estate Management: Invest in solutions for real estate that centralize and automate lease/mortgage management

Aberdeen's ongoing research on [Contract Lifecycle Management](#) has shown that enterprises see significant bottom line gains on the buy-side (lessee) and top line gains on the sell-side (lessor) when they utilize technology to manage their contract process. **65%** of enterprises also report that contract management has improved their enterprises' exposure to financial and legal risk. Lease administration automation provides an opportunity to standardize lease process, policies, and language while providing better visibility and stronger controls in an increasingly regulated area.

5. Facilities Management: Leverage third-party services to augment current capabilities

Best in Class enterprises are **56% more likely** than their peers to utilize third-party services (including outsourcing) to enhance their facilities management and enable their resources to focus on higher-value activities.

Overall Steps to Success

6. Project Management and Capital Projects: Establish a formal capital planning and management process

Best in Class enterprises are **43% more likely** to have a capital planning process in place, leading to **1.4 times more** process visibility and **1.3 times more** visibility into spend for capital projects.

7. Space Planning Management: Automate, Measure, and Share

Globalization and a rapidly-changing business environment forces enterprises to adapt or perish. Space planning automation provides the foundation for informed decision-making, higher utilization rates and lower costs. Best in Class enterprises are **41% more likely** to utilize technology for space management and more than 50% more likely to utilize KPIs to measure performance. Share these metrics with your counterparts in Real Estate and the line of business stakeholders so that they too can make smarter operating decisions.

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Appendix A: Research Methodology

In June 2007, Aberdeen Group examined the use of utilization of technology to manage the real estate and facilities lifecycle, the experiences, and intentions of more than 254 enterprises in a diverse set of industries.

Responding procurement and finance executives completed an online survey that included questions designed to determine the following:

- The strategies around real estate and facilities lifecycle management and how their business operations can be impacted.
- The structure and effectiveness of existing real estate and facilities management processes, organization and technologies.
- Performance metrics around real estate and facilities lifecycle management and how other financial metrics are affected.

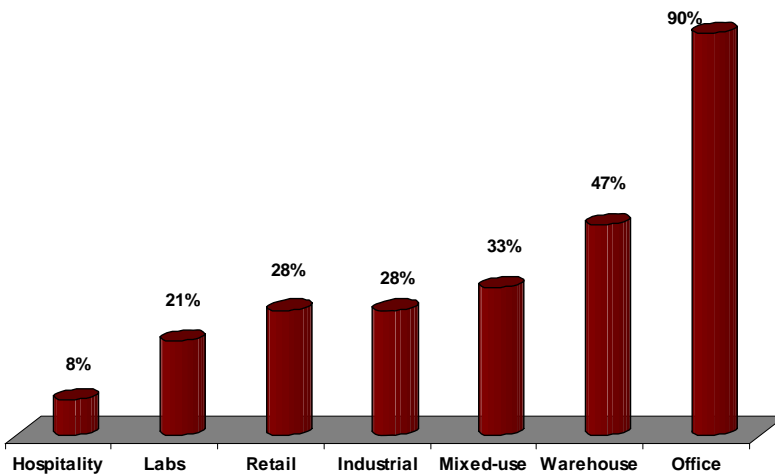
Aberdeen supplemented this online survey effort with telephone interviews with select survey respondents, gathering additional information on real estate and facilities lifecycle management strategies, experiences, and results.

The study aimed to identify emerging best practices for real estate and facilities management and provide a framework by which readers could assess their own management capabilities.

Responding enterprises included the following:

- **Job title:** The majority of the research sample included respondents with the following job titles: C-Level executive (16%), vice presidents (10%), director (22%), manager (32%), consultants and other (20%)
- **Job function:** Facilities management (23%), procurement (23%), information technology (12%), corporate real estate (9%), finance (9%), business process management (6%), sales and marketing (4%), other (14%)
- **Industry:** Financial services (19%), high technology (14%), insurance/real estate/legal services (13%), construction/architecture/engineering (12%), health care/ health services(13%), education (10%) and then broadly distributed across 26 other industries
- **Geography:** 77% of the research respondents were from North America, 13% were from Europe, Middle East & Africa and 9% were from Asia-Pacific.
- **Company size:** About 40% of respondents were from large enterprises (annual revenues above US\$1 billion); 34% were from midsize enterprises (annual revenues between \$50 million and \$1 billion); and 26% of respondents were from small businesses (annual revenues of \$50 million or less)

Figure 9: Property Types Owned, Leased, and Managed



Source: Aberdeen Group, June 2007

As part of this research effort, respondents were asked to select all property types owned, leased, and managed. The results are shown in Figure 9 above.

Solution providers recognized as sponsors of this report were solicited after the fact and had no substantive influence on the direction of this Benchmark Report. Their sponsorship has made it possible for Aberdeen Group to make these findings available to readers at no charge.

Table 4: PACE Framework

PACE Key

Aberdeen applies a methodology to benchmark research that evaluates the business pressures, actions, capabilities, and enablers (PACE) that indicate corporate behavior in specific business processes. These terms are defined as follows:

Pressures — External forces that impact an organization's market position, competitiveness, or business operations (e.g., economic, political and regulatory, technology, changing customer preferences, competitive)

Actions — The strategic approaches that an organization takes in response to industry pressures (e.g., align the corporate business model to leverage industry opportunities, such as product/service strategy, target markets, financial strategy, go-to-market, and sales strategy)

Capabilities — The business process competencies required to execute corporate strategy (e.g., skilled people, brand, market positioning, viable products/services, ecosystem partners, financing)

Enablers — The key functionality of technology solutions required to support the organization's enabling business practices (e.g., development platform, applications, network connectivity, user interface, training and support, partner interfaces, data cleansing, and management)

Source: AberdeenGroup, June 2007

Table 5: Maturity Framework

Maturity Framework Key
<p>The Aberdeen Maturity Framework defines enterprises as falling into one of the following three levels of practices and performance:</p> <p>Best in Class (20%) — Practices that are the best currently being employed and significantly superior to the industry average, and result in the top industry performance.</p> <p>Industry Average (50%) — Practices that represent the average or norm, and result in average industry performance.</p> <p>Laggards (30%) — Practices that are significantly behind the average of the industry, and result in below average performance</p> <p>In the following categories:</p> <p>Process — What is the scope of process standardization? What is the efficiency and effectiveness of this process?</p> <p>Organization — How is your company currently organized to manage and optimize this particular process?</p> <p>Knowledge — What visibility do you have into key data and intelligence required to manage this process?</p> <p>Technology — What level of automation have you used to support this process? How is this automation integrated and aligned?</p> <p>Performance — What do you measure? How frequently? What's your actual performance?</p>

Source: AberdeenGroup, June 2007

Table 6: Relationship between PACE and Competitive Framework

PACE and Competitive Framework How They Interact
<p>Aberdeen research indicates that companies that identify the most impactful pressures and take the most transformational and effective actions are most likely to achieve superior performance. The level of competitive performance that a company achieves is strongly determined by the PACE choices that they make and how well they execute.</p>

Source: AberdeenGroup, June 2007

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Andrew Bartolini is a supply management professional with rich experience in strategic sourcing, business process transformation, and software implementation. He has managed the design and implementation of strategic sourcing and procurement processes for companies across a wide range of industries and has directed strategic sourcing projects exceeding \$500 million in total value. His recent focus has been in identifying and leveraging world-class technologies to achieve operational excellence within the procurement and finance functions of Fortune 500 companies. He has held leadership roles in sales, marketing and services at Ariba and Commerce One. His background also includes extensive transactional and analytical experience while working in investment banking and while leading consulting engagements for Ernst & Young's Real Estate Consulting Practice in the areas of strategic planning, financial advisory, acquisition and disposition support, portfolio management, valuation, market and competitive analysis, and due diligence.

He has been named a "Pro to Know" by Supply and Demand Chain Executive. He holds a B.A. in Economics from Holy Cross College and an M.B.A in Finance from Indiana University.

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Global Supply Management
Aberdeen*Group*, Inc.

William is responsible for research in the area of Strategic Sourcing, providing fact based research and actionable recommendations around strategies for technology utilization and best-in-class practices. Prior to joining Aberdeen he was a consultant for CGI Spend Management Solutions (formerly Silver Oak Solutions), a leading Strategic Sourcing and Spend Management consulting firm. At CGI, William led several category sourcing efforts, analyzing over \$200 million of spend and achieving significant client savings, while also performing operations and technology assessments for various clients. William holds an M.B.A. from the Boston University Graduate School of Management, an Ed.M. from Boston University's School of Education, and a B.S. in biology from the University of California, San Diego.

Appendix B: Related Aberdeen Research

Related Aberdeen research that forms a companion or reference to this report include:

- [The CPO's Strategic Agenda: Managing People, Managing Spend](#), November 2006
- [Contract Lifecycle Management and the CFO](#), April 2007
- [The Maintenance, Repair and Operating Supplies Benchmark](#), September 2006
- [Expense Management Automation](#), February 2007
- [The E-Procurement Benchmark Report](#), August 2006

Information on these and any other Aberdeen publications can be found at
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Aberdeen's [2007 Global Supply Management Research Agenda](#) is also available.

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