

Contract Labor Management:

Permanent Solutions for Temporary Workers

January 2008

Executive Summary

The category of contract labor, also known as contingent or temporary labor, is a complex category of spend that is playing an increasingly significant role in today's enterprise. In a world where the market for qualified and available labor is continually tightening or expanding, enterprises are on a quest to fill requisitions in a timely manner and ensure that cost savings are part of the benefits of contingent labor. This report examines the strategies and technology usage of over 330 enterprises in their management of contract labor.

Best-in-Class Performance

Aberdeen defined Best-in-Class enterprises by the cost savings achieved in their contract labor programs. These leaders also report the following advantages:

- 20% average cost savings on their year-over-year contract labor spend
- 23% faster time to fill an open requisition, (10 days versus 13 days)
- Shorter time periods to onboard new contract labor employees (7 days versus 8.5 days)

Competitive Maturity Assessment

Survey results show that firms enjoying Best-in-Class performance shared several common characteristics:

- Best-in-Class enterprises are **51% more likely to use a Business Intelligence (BI) system** for tracking and measuring performance
- Best-in-Class enterprises are **39% more likely to implement compliance-tracking systems** for tracking conformity to government rules and regulations
- Best-in-Class organizations are **27% more likely to utilize automated job requisition-tracking systems**

Required Actions

In addition to the specific recommendations in Chapter Three, to achieve Best-in-Class performance, companies must:

- Leverage procurement strategies and technology in the management of contract labor
- Promote collaboration between contract labor management stakeholders
- Automate all facets of the contract labor process, including job requisition tracking

Research Benchmark

Aberdeen's Research Benchmarks provide an in-depth and comprehensive look into process, procedure, methodologies, and technologies with best practice identification and actionable recommendations

"Tactics that apply to material commodities don't apply to people; performance must be tracked differently, and strategic supplier management has its own considerations."

~ Chief Procurement Officer,
Large Global
Financial Services Firm

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Chapter One: Benchmarking the Best-in-Class

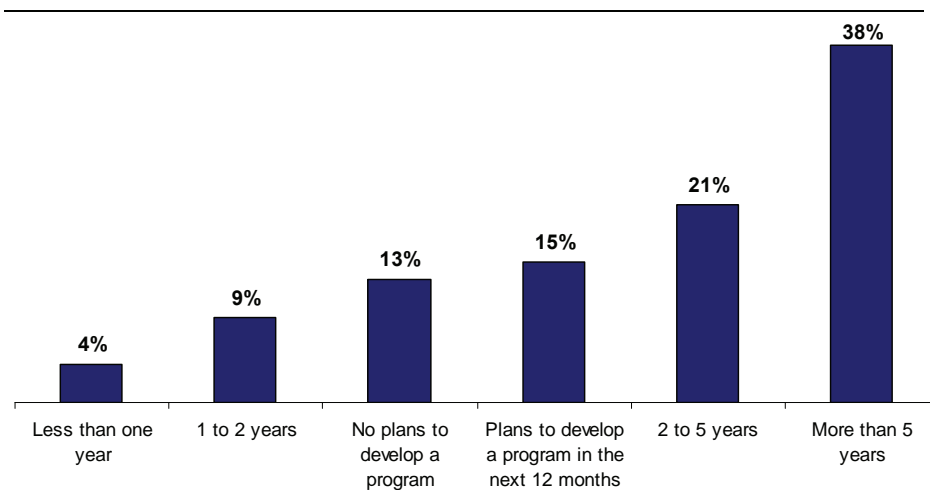
The complex category of contract labor, also known as contingent or temporary labor, is a category of spend that can elude even the best trained spend analyst's eyes. And, while this category is often overseen by the human resources or procurement departments of an enterprise, how these services are procured, managed, and ultimately accounted for varies widely across distinct enterprises and unfortunately, within enterprises. Aberdeen research shows that this issue is exacerbated for those enterprises without a centralized program and an enterprise-level solution in place to manage this activity.

The competitive marketplace demands that enterprises remain competitive and flexible. And, with a volatile labor market that contributes to and compounds the issue of rising costs, enterprises are increasingly looking to a contract labor force to enhance staffing in the most efficient manner. This rise in spend calls for new methods and strategies for program management, as well as a redoubling of efforts to reduce costs and requisition-to-fill times.

Contract Labor: Here to Stay

According to the nearly 330 executives that participated in our recent contract labor management survey, contract labor programs have been in existence for some time. Thirty-eight percent (38%) of respondents indicated that they have had a program in place to manage this category for more than five years (Figure 1).

Figure 1: Maturity of Contract Labor Program



Source: Aberdeen Group, January 2008

When looking at *why* enterprises don't have a contract labor program in place, Aberdeen found that 41% of organizations state **decentralized**

Fast Facts

- ✓ **38%** of enterprises have had contract labor programs in place for more than five years
- ✓ **41%** of organizations indicate that their contract labor management is *decentralized*

"We are currently developing a contract labor management program within our company. Our goal is to gain control over contract personnel hiring and the tracking of costs and qualified personnel. Procurement and HR are working together to establish the processes and procedures needed to implement the program."

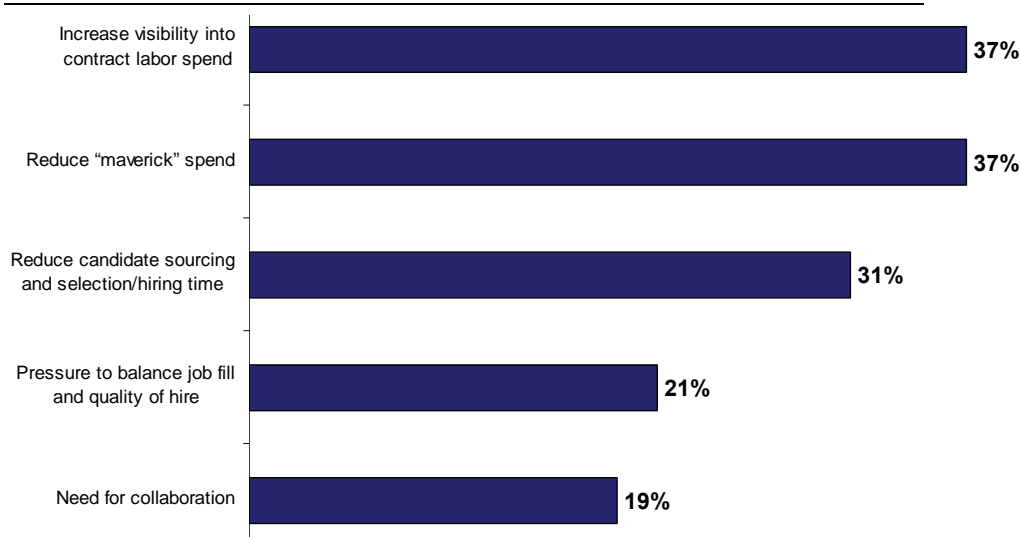
~ Internal Consultant,
Mining Industry

program management as the top reason. In many instances, management of this category is spread across multiple business units, leaving enterprises struggling to gain visibility into their contract labor spend.

A Focus On Spend...

In looking at the top drivers for initiating contract labor management programs, our research discovered that enterprises are more focused on **spend** than anything else. **Increasing visibility into contract labor spend (37%)** and **the reduction of "maverick" spend (37%)** were the top drivers for action (Figure 2).

Figure 2: Top Drivers for Initiating a Contract Labor Management Program



"A lot of our focus is on compliance; it's becoming increasingly hard to please the government. We usually source contract labor through third-party suppliers and agencies, and we are doing our best to ensure that the process is streamlined and efficient."

- Chief Procurement Officer,
Large Manufacturer

Source: Aberdeen Group, January 2008

As with other research in Aberdeen's Global Supply Management practice, procurement organizations maintain a laser-focus on cost reduction; the theme is no different when dealing with complex categories such as contract labor. Although this is top-of-mind for many executives, enterprises are also looking to reduce candidate sourcing and selection / hiring time (31%) in addition to decreasing costs. In today's volatile market, finding and hiring candidates is becoming a process that organizations are trying to streamline in order to remain more adaptive to the business environment.

The Maturity Class Framework

Aberdeen used the percentage of cost savings achieved for contract labor spend over the past year as the main performance criterion to distinguish the Best-in-Class from Industry Average and Laggard organizations. As we can see in Table 1, Best-in-Class enterprises are experiencing a stunning level of cost savings on their spend for this category.

Table 1: Leading Performers Earn Best-in-Class Status

Definition of Maturity Class	Mean Class Performance
Best-in-Class: Top 20% of aggregate performance scorers	<ul style="list-style-type: none"> 20% cost savings on contract labor over the past year
Industry Average: Middle 50% of aggregate performance scorers	<ul style="list-style-type: none"> 7% cost savings on contract labor spend over the past year
Laggard: Bottom 30% of aggregate performance scorers	<ul style="list-style-type: none"> 0% cost savings on contract labor spend over the past year

Source: Aberdeen Group, January 2008

The Best-in-Class PACE Model

Reducing costs associated with the category of contract labor requires a combination of strategic actions, organizational capabilities, and enabling technologies that can be summarized in Table 2. Enterprises utilizing technology and new strategies will cut costs, reduce requisition-to-fill times, and reduce the onboarding time for new contract labor employees.

Table 2: The Best-in-Class PACE Framework

Pressures	Actions	Capabilities	Enablers
<ul style="list-style-type: none"> Costs associated with contract labor 	<ul style="list-style-type: none"> Assign management of cycle-to-fill process to procurement department Employ workflow management program for candidate selection, approval, and management 	<ul style="list-style-type: none"> Tracking and cataloging of historical rates paid Regular reporting of project spend and compliance to service level agreements Selection and management of contracted services based on pre-defined levels of qualification and experience 	<ul style="list-style-type: none"> Automation of requisition submission and approval Electronic workflow management system for approval of contracted services by internal staffing team Online dashboard for increased visibility and tracking of key program performance metrics Managed Service Provider (MSP) or Vendor On Premise (VOP) Automated monitoring of service level agreements and project milestones using contract management tools Internal staffing team E-procurement system

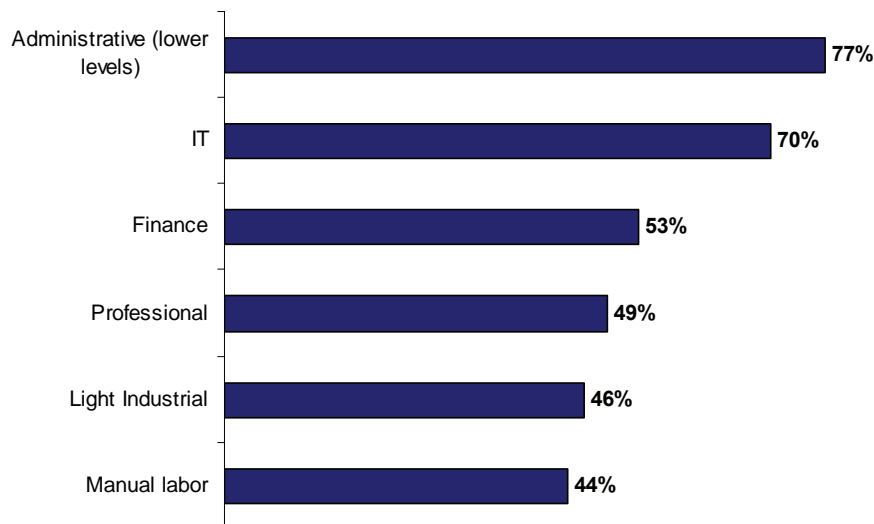
Source: Aberdeen Group, January 2008

Wanted: Skills and Experience Now

Enterprises are looking for the right blend of skill and experience when filling their temporary labor needs. Survey respondents indicated that lower-

level administrative (77%) and IT (70%) were the top areas where contract labor positions are staffed (Figure 3).

Figure 3: Positions Staffed With Contract Labor



"We have no mechanism for demand management today which is hard since engineers are hard to find. The agencies are always optimistic that they have the right candidates but that is not the case in practice. This is less of a problem for our non-professional temp positions."

~ Director, German-based Commercial Builder

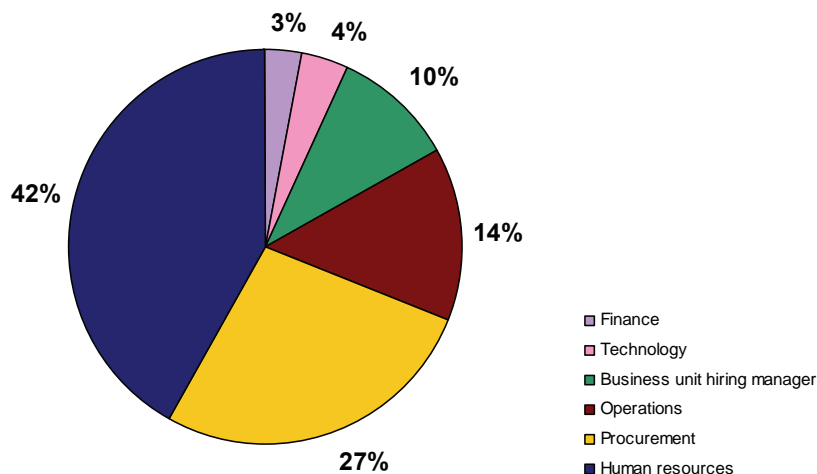
Source: Aberdeen Group, January 2008

Enterprises are moving towards filling positions that are skilled and semi-skilled, showing that there is demand for capable and experienced candidates. Highly-technical positions are in-demand, forcing enterprises to look for candidates that have the right level of skill and experience. Organizations are more likely to fill these types of positions than ones involving manual labor (44%) and light industrial aspects (46%).

Who's Managing Contract Labor?

Our research has found that management for the contract labor category falls to multiple stakeholders across the enterprise. Human resources is the bearer of responsibility 42% of the time, however, procurement's involvement has slightly increased to 27% since our last research effort focused on this space (Figure 4).

Figure 4: Contract Labor Management Responsibility



"We're in need of direct access to a pool of candidates to reduce staffing firm costs and increase margins."

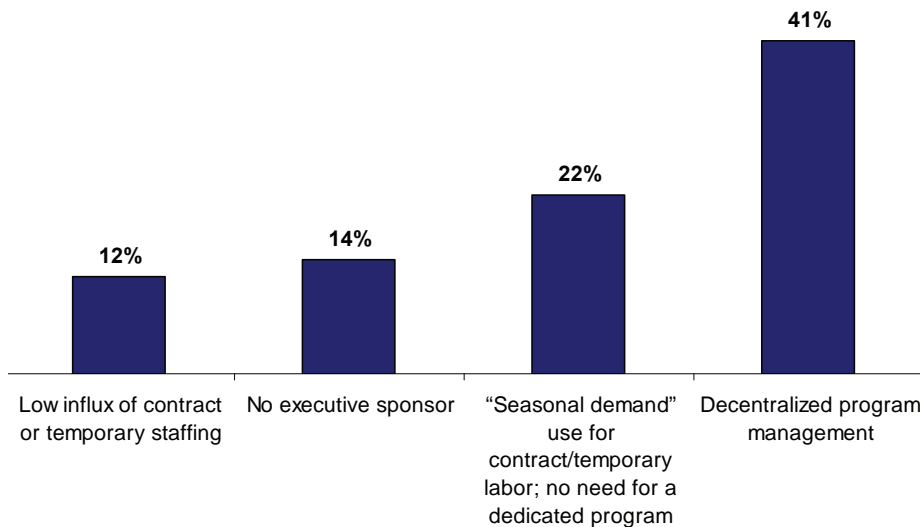
~ Senior Finance Manager, Industry Average High-Tech Firm

Source: Aberdeen Group, January 2008

Decentralization: A Growing Problem

In the quest for cost savings, enterprises understand that visibility is the compass guide for a successful journey. However, with many organizations failing to consolidate management of contract labor into a single group, they are finding themselves behind the curve. Lack of visibility and increased costs can be attributed to one major problem: *decentralization*.

Figure 5: Reasons for Not Implementing a Contract Labor Program



Source: Aberdeen Group, January 2008

As Figure 5 highlights, decentralization is a continuing problem in the management of contract labor spend; 41% of enterprises in our survey pool claim that they have decentralized program management in place for this complex category. Decentralization results in an enterprises lack of visibility into the number of contract labor vendors being used, as well as key data associated with the category. By having a single, centralized program to manage this category, enterprises will increase visibility and avoid responsibility overlap.

Aberdeen Insights - The Buddy System

Swimming in the talent pool should require a buddy system - someone to ensure that the business' needs are being met consistently and in a cost effective manner, and a partner to ensure among other things, that the position is filled by the strongest candidate while in compliance to labor regulations. The contract labor process is nuanced and requires a broad set of HR, process, procurement, and general management skills.

Aberdeen research has found that the enterprises that have developed programs requiring more formal collaboration between the HR and procurement departments are driving higher levels of savings than their peers by improving their level of data-sharing and communication.

By taking a more collaborative approach to contract labor management, enterprises are altering their practices and policies and seeing the benefits of collecting, analyzing, and acting on key contract labor data, while leveraging their distinctive skill-sets.

More information around this strategy is included in Chapter Two of this report.

Chapter Two will detail the strategies behind Best-in-Class organizations' cost-cutting performance, as well as highlight the benefits that a collaborative environment deliver when managing contract labor.

Chapter Two: Benchmarking Requirements for Success

The combination of technology and unique contract labor management strategies has allowed Best-in-Class enterprises to realize higher level of cost savings than their peers within this multifaceted category of spend.

Case Study - Strategic People Sourcing

One of the nation's leading diversified health care benefits companies, with revenue approaching \$25 billion in 2007, found itself struggling with various issues within their contract labor management program. In addition to having only two "managed" suppliers within a base of over 130, the enterprise found themselves with limited visibility into spend and were missing out on significant cost savings by not fully leveraging their full buying potential. By identifying the strategic areas for improvement and promoting change, the procurement department was able to capture, measure, and analyze key benchmark data regarding their suppliers. A new managed service model, introduced as part of an overhauled supplier relationship management program, helped to reduce contract labor providers by 50%.

"Tactics that apply to material commodities don't apply to people; performance must be tracked differently, and strategic supplier management has its own considerations," said the Chief Procurement Officer (CPO). He reiterated the notion that procurement strategies applied to complex categories like contract labor can reap significant benefits. The firm was able to monitor tenure issues and contract compliance, ensure employment compliance, and conduct periodic supplier performance evaluations. By applying these basic procurement principles, the procurement department was able to save nearly \$9.8 million on their total contract labor spend. He also said that there is a high variance when sourcing people, as well as a strong need for the same kind of technology solutions that would be applied to more "typical" categories.

Fast Facts

- √ Best-in-Class enterprises have achieved **20% cost savings** on contract labor over the past year
- √ **63%** of Best-in-Class organizations have automated requisition-technology in place

"We need procurement's involvement earlier in the process since most candidates are pre-selected before they are involved. Cost savings is rarely achieved since the consultant is always labeled as acquiring 'special skills' deserving of a special rate. IT is very frustrating."

~ Procurement Manager,
Bank in Hong Kong

Competitive Assessment

The aggregated performance of surveyed companies determined whether they ranked as Best-in-Class, Industry Average, or Laggard. In addition to having common performance levels, each class also shared characteristics in five key categories: (1) **process** (the ability to detect and respond to changing conditions without placing additional burdens on the organization); (2) **organization** (corporate focus and collaboration among stakeholders); (3) **knowledge management** (contextualizing data and exposing it to key stakeholders); (4) **technology** (the selection of appropriate tools and intelligent deployment of those tools); and (5) **performance management** (the ability of the organization to measure the benefits of technology deployment and use the results to improve key processes further). These characteristics (identified in Table 3) serve as a guideline for best practices, and correlate directly with Best-in-Class performance across the key metrics.

Table 3: The Competitive Framework

	Best-in-Class	Average	Laggards
Process	Centralized review and management of contract labor requests		
	63%	54%	22%
	Post-selection management: background checks		
	74%	66%	38%
Organization	Standardized contract labor management program		
	68%	63%	57%
Knowledge	Collection of project and candidate rates		
	63%	48%	45%
Technology	Contract labor management technology currently in use:		
	<ul style="list-style-type: none"> ▪ 63% automated job requisition-tracking ▪ 50% e-procurement system ▪ 54% portal for candidates and approving / hiring managers 	<ul style="list-style-type: none"> ▪ 43% automated job requisition-tracking ▪ 34% e-procurement system ▪ 38% portal for candidates and approving / hiring managers 	<ul style="list-style-type: none"> ▪ 29% automated job requisition-tracking ▪ 24% e-procurement system ▪ 22% portal for candidates and approving / hiring managers
Performance	Performance-tracking capabilities:		
	<ul style="list-style-type: none"> ▪ 39% have a business intelligence system for tracking / measuring performance ▪ 43% have a dashboard for tracking time, attendance and BI ▪ 45% have a compliance-tracking program for contract labor rules, policies and regulations 	<ul style="list-style-type: none"> ▪ 19% have a business intelligence system for tracking / measuring performance ▪ 23% have a dashboard for tracking time, attendance and BI ▪ 33% have a compliance-tracking program for contract labor rules, policies and regulations 	<ul style="list-style-type: none"> ▪ 18% have a business intelligence system for tracking / measuring performance ▪ 22% have a dashboard for tracking time, attendance and BI ▪ 22% have a compliance-tracking program for contract labor rules, policies and regulations

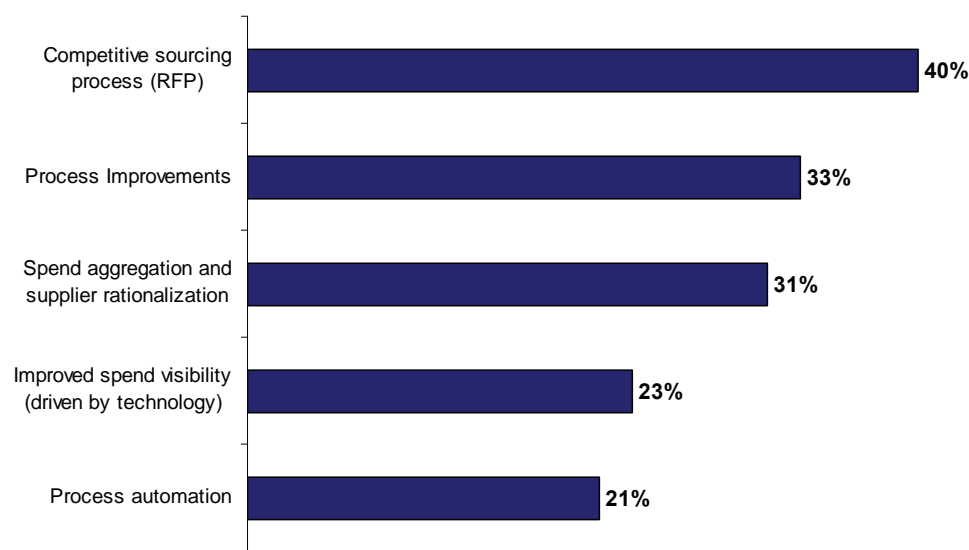
Source: Aberdeen Group, January 2008

Best-in-Class Strategies for Cutting Costs

Our research unveiled the fact that Best-in-Class enterprises achieved 20% cost savings on contract labor spend over the past year, a figure nearly **four-times higher** than all other organizations. Figure 5 details the

strategies that Best-in-Class firms utilized in their quest to cut costs on the contract labor category.

Figure 6: Best-in-Class Strategies for Cutting Costs



"In addition to better program management, we need to improve our post-selection management, specifically background checks. I am convinced that this will significantly improve the quality of our candidates."

~ Manager of Procurement,
Large North American Financial
Services Enterprise

Source: Aberdeen Group, January 2008

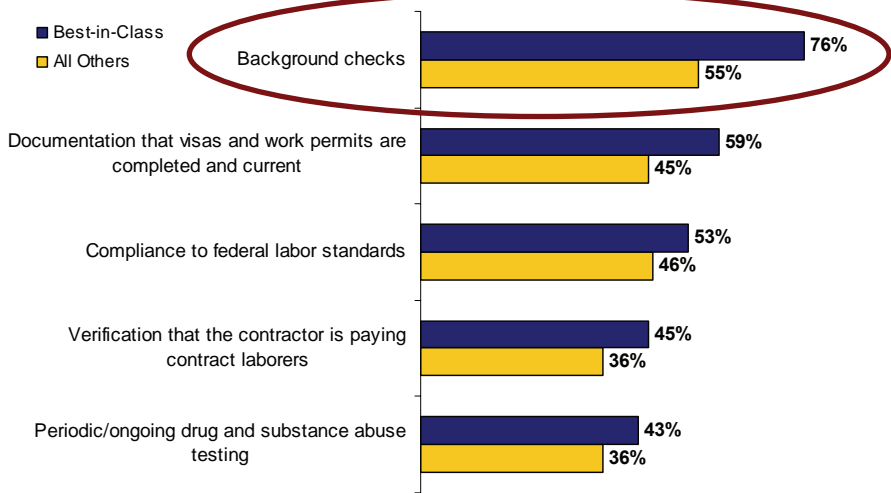
Best-in-Class enterprises are utilizing key procurement methods such as Request for Proposals (RFP) for sourcing contract labor service providers (40%). This process allows them to more rigorously define risks with certain contingent labor providers and source candidates that are better suited for open requisitions.

These top-performing organizations are also more adept at process improvement (33%) within their contract labor management program. With evolving strategies, these enterprises are cutting costs and increasing visibility into their spend.

Technology Usage

Aside from cost savings, enterprises are also in the hunt for gaining visibility into their contract spend and bringing on more-qualified candidates. With technology usage, organizations can gain a plethora of benefits while sourcing the right prospects for temporary projects. Figure 7 shows the usage of technology; Best-in-Class enterprises are making better use of their technology...and the results show.

Figure 8: Post-Selection Management



"The key issue in our contract labor management program is our inability to ensure that the contractor is paying the workers and that there is compliance to Federal labor standards."

~ Senior Management, Mid-Market Pharmaceutical Enterprise

Source: Aberdeen Group, January 2008

Best-in-Class enterprises are performing background checks (76%) at a higher level than all other organizations. Pre-employment screenings can give a company insight into a candidate's past employment, credit worthiness, and criminal history, all in an effort to make a more informed decision in the evaluation process. Compliance is also an issue that the majority of Best-in-Class enterprises are heeding: they document the status of visas and work permits (59%) and check for compliance to federal labor standards (53%). These post-selection management processes ensure the depth of a candidate beyond their skill-sets.

The HR and Procurement Partnership : 1+1 = 3

Collaboration with functional peers is becoming one of the most utilized strategies for procurement divisions across the globe. Open communication and internal collaboration are paving the way for more streamlined processes and improved key performance metrics. While Best-in-Class enterprises are only 20% more likely to formalize collaboration between the procurement and human resources divisions, all enterprises can benefit from this strategy. As shown in Table 4, there is a correlation between the level of collaboration and associated cost savings seen in the program. Strikingly, enterprises with a **high level of collaboration** between HR and procurement have seen an **average cost savings rate of 10%**, a figure that is **115% higher** than enterprises that have no level of collaboration.

Table 4: Collaboration: A Path to Cost Savings

Level of Collaboration Between HR and Procurement	Cost Savings
High involvement	10%
Moderate involvement	8%
Low involvement	7%
No involvement	5%

Source: Aberdeen Group, January 2008

"With better collaboration between our internal units, we know that we can maximize contract labor purchasing benefits."

~ Senior Management, Large High-Tech Firm

Enterprises can more openly share key contract labor data by encouraging collaboration between the HR and procurement departments. By leveraging the unique skill-sets of both teams, this approach can help enterprises engage in a more streamlined candidate sourcing process. In addition to achieving superior cost savings, organizations can increase overall process visibility and better ensure the quality of their candidates.

Chapter Three: Required Actions

Whether a company is trying to move its performance in contract labor management from Laggard to Industry Average, or Industry Average to Best-in-Class, the following actions will help spur the necessary performance improvements:

Laggard Steps to Success

- **Centralize the management and review of contract labor requests.** Only 22% of Laggard enterprises have centralized management and review of contract labor requests – and the lack of a system to perform this critical process lessens visibility into contract labor spend. Sixty-three percent (63%) of Best-in-Class enterprises have this in place.
- **Automate the job requisition process.** Automation is key when handling enterprise-wide contract labor requisitions, but only 29% of Laggard enterprises (as compared to 63% of Best-in-Class organizations) have this type of technology in place. Laggard enterprises are overspending and losing visibility into key contract labor data due to manual and paper-based processes.
- **Encourage collaboration between contract labor management stakeholders.** As evidenced in Chapter Two, enterprises encouraging collaboration between HR and procurement are seeing a level of cost savings that is well above the norm. Share requisition information and actively involve all key stakeholders in the management of all contract labor processes.

Industry Average Steps to Success

- **Institute a rigorous post-selection management process.** This report shows that only 9% of Industry Average enterprises conduct background checks on their candidates post-selection (versus 76% for the Best-in-Class). Worse yet, only 6% of these enterprises perform drug / substance abuse testing. Industry Average enterprises need better post-selection management to ensure that their candidates are top quality and productive.
- **Establish reporting metrics and utilize electronic dashboards to capture them.** Best-in-Class enterprises are 20% more likely to utilize dashboards for tracking time, attendance, and business intelligence. By analyzing the data culled from these systems, top-performing enterprises are gaining visibility into contract labor spend and making more informed decisions in the future.
- **Utilize a centralized portal for candidates and approving / hiring managers.** Industry Average enterprises are lacking in

Fast Facts

- √ **63%** of Best-in-Class enterprises centralize the management and review of contract labor requests
- √ **76%** of top-performing organizations conduct background checks on contract labor candidates

technology: Best-in-Class enterprises are 42% more likely to use a portal for candidates and approving / hiring managers. This is a key element in gaining visibility into this category and increasing collaboration / sharing of data between internal stakeholders involved with contract labor management.

Best-in-Class Steps to Success

- **Collaboration, collaboration, collaboration.** Aberdeen research shows that enterprises that report high levels of collaboration between HR and procurement in the management of their contract labor programs drive superior savings. Less than half of the Best-in-Class enterprises note a high level of collaboration between their HR and procurement divisions, providing an opportunity for improved performance if they can boost this alliance and better leverage the skill-sets of both teams.

Aberdeen Insights - The Balancing Act

Finding the right contractor, at the right price, and getting them to your site at the right time is a balancing act. The considerations are many and complex and the impact is significant. For example:

- **At the business level**, how do we prioritize needs and deliver superior customer service while ensuring policy compliance and limiting legal liability?
- **At the resource level**, when are the job requirements truly specialized versus commonplace in the talent pool? Is a resource readily available or is my provider overly optimistic? How do we rate this contractor's performance?
- **At the program level**, how do we define contract labor versus professional services or independent contractors?

Whether formally pronounced or not, a recession in 2008 will add a new layer of complexity in the management of a workforce that is increasingly global, and rapidly changing. Enterprises with programs to manage, measure, and track their contract labor programs at the enterprise-level will be better positioned to cross this high wire.

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Appendix A: Research Methodology

Between December 2007 and January 2008, Aberdeen examined the use, the experiences, and the intentions of more than 330 enterprises in regards to their contract labor management program. Aberdeen supplemented this online survey effort with interviews with select survey respondents, gathering additional information on contract labor management strategies, experiences, and results.

Responding enterprises included the following:

- **Job title:** The research sample included respondents with the following job titles: manager (34%); director (24%); senior management (13%); vice president (10%); and others.
- **Job function:** The research sample included respondents with the following job functions: procurement, supply chain, or logistics (58%); finance (7%); sales (6%); manufacturing (4%); and others.
- **Industry:** The research sample included respondents from such industries as high-tech / software (17%); finance / banking / accounting (13%), manufacturing (8%) and 20 other industries.
- **Geography:** The majority of respondents (76%) were from North America. Remaining respondents were from the Asia-Pacific region (8%) and EMEA (16%).
- **Company size:** Fifty percent (50%) of respondents were from large enterprises (annual revenues above US \$1 billion); 27% were from midsize enterprises (annual revenues between \$50 million and \$1 billion); and 23% of respondents were from small businesses (annual revenues of \$50 million or less).
- **Headcount:** Sixty-two percent (62%) of respondents were from large enterprises headcount greater than 1,000 employees); 24% were from midsize enterprises (headcount between 100 and 999 employees); and 14% of respondents were from small businesses (headcount between 1 and 99 employees).

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

Study Focus

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

- √ The degree to which contract labor management operations are implemented within the enterprises and the financial implications of technology
- √ The structure and effectiveness of existing contract labor initiatives
- √ Current and planned use of contract labor technology to aid operational and labor activities
- √ The benefits, if any, that have been derived from contract labor management initiatives

The study aimed to identify emerging best practices for contract labor management, and to provide a framework by which readers could assess their own management capabilities.

Table 5: The PACE Framework Key

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

Source: Aberdeen Group, January 2008

Table 6: The Competitive Framework Key

Overview	
<p>The Aberdeen Competitive 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 are 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: Aberdeen Group, January 2008

Table 7: The Relationship Between PACE and the Competitive Framework

PACE and the Competitive Framework – How They Interact
<p>Aberdeen research indicates that companies that identify the most influential 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 those decisions.</p>

Source: Aberdeen Group, January 2008

Appendix B: Related Aberdeen Research

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

- *Contract Labor and Professional Services: The Right People, At the Right Time, At the Right Price*; April 2007
- *The CFO's View of Procurement: Same Page, Different Language*; November 2007
- *E-Procurement: Trials and Triumphs*; October 2007
- *Contract Lifecycle Management and the CFO*; April 2007
- *Spend Analysis: Working Too Hard for the Money*; August 2007
- *The Contract Labor Benchmark Report*; August 2006

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